



ISLE OF MAN
**CRIMINAL
JUSTICE STRATEGY**

Joined up Justice
Better : Faster : Simpler : Cheaper



DEPARTMENT
OF HOME
AFFAIRS
Rheynn Cooishyn Sthie

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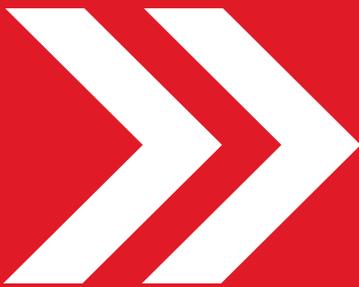
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MINISTERIAL FOREWORD



We live in difficult times. Government revenues have fallen by one third, economic growth has fallen and people are continuing to expect more support from Government. In this context Government has set out its strategic priorities for the next five years. They are :

- Protecting the vulnerable
- Balancing the budget
- Growing the economy

Around these priorities are the values of equality, efficiency, openness, environment, and responsibilities. These themes will underpin and drive reform of the Criminal Justice System.

To date, the Island has had much success. We enjoy low crime and high detection rates. Whilst, the Island is undoubtedly one of the safest places to live in the British Isles, we still find our prison full, long periods between arrest and verdict, and a legal aid bill that is spiralling upwards which is unsustainable.

For many people, the criminal justice system is shrouded in mystery, has archaic practices, does not always seem to be joined up and does little to communicate with victims.

These are all compelling drivers for change. Our vision is for a fair and efficient justice system. We need to move forward creatively, consider new ideas, new ways of working and instil a culture that delivers joined up justice.

In doing this, we must be respectful of the independence of the Judiciary, whilst giving them the tools to implement

a wider set of sentences that will have far more positive effects in the community. Within Government, we should aim for seamless processing of cases between police, prosecution, courts, prison and probation to ensure justice is delivered efficiently for the benefit of the accused, the victims and the taxpayer.

Strong leadership will be required from those tasked with the delivery of change to culture and practice. I am encouraged that the Police, Prison and Probation Service, General Registry, Attorney General's Chambers and Law Society have already begun to engage with this process.

Driving forward transformational change will not happen quickly, but the status quo is no longer an option. Greater efficiency will allow greater capacity, shorter lead times and a smarter regime for reintegrating offenders back into the community and a reduction in re-offending.

Hon JP Watterson, BA(Hons) ACA MHK
Minister of Home Affairs

BACKGROUND

In June 2011, the heads of the various agencies responsible for Criminal Justice in the Isle of Man (Police, Attorney General's Chambers, Prison & Probation, General Registry, and the Department of Home Affairs) came together to consider a common theme: 'How to improve the Criminal Justice System in the Isle of Man.' The agency heads agreed there was much that could be done to improve the system for those administering it, managing it, the recipients of it and the taxpayers who pay for it. This strategy sits within the context of the Isle of Man's current financial challenge in addressing severely reduced revenue budgets whilst protecting the vulnerable and growing the economy.

The Chief Secretary commissioned a review of the Criminal Justice System in the Isle of Man and it found that the system was not working well for victims, witnesses, those accused of crime, offenders or the public.

The report suggested that improvements be made to the administrative systems and processes which underpin the Criminal Justice System, and to the public policy which informs those parts of Government which comprise the Criminal Justice System.

In order to make these changes, the heads of all the services involved in the Criminal Justice System, as well as a representative from the Isle of Man Law Society, agreed to take collective responsibility for driving forward change in the form of a governance board. It was agreed that the improvement programme would fall under the remit of the Transforming Government Programme as it shared the aims of more efficient and effective ways of working and value for money in delivery of public services.

In January 2012, the Chief Minister, Allan Bell, MHK, asked the Minister for Home Affairs to come forward with a strategy for modernising the Criminal Justice System.



SCOPE OF THIS STRATEGY

This national strategy covers all those affected by and working in the Criminal Justice System. It includes initial contact (Police) through to prosecution, trial, sentencing and post-sentence and the service provided to the users of the system, the accused/offender, victim, witnesses and legal profession.

In addition it:

- sets the unified objectives for the work of the **Isle of Man Prison and Probation Service**, the **Isle of Man Constabulary**, the **Attorney General's Chambers (Prosecutions Team)** and the administration of **General Registry's Criminal Courts** in delivering this Strategy
- facilitates improved links with other parts of the Criminal Justice sector including the **Judiciary**, the **Isle of Man Law Society**, and **Victim Support**
- recognises the central role played by the **Department of Social Care**, the **Department of Health** and **other Government agencies** (especially **education, training and employment**) in ensuring access to the right services at the right time in the context of preventing participation in criminal activity; breaking the cycle of offending; delivery of early intervention programmes

- identifies, to those responsible for social policy decisions, the tasks required to be undertaken to meet the challenge of preventing offending and re-integrating offenders into the community
- establishes new approaches to existing issues, such as the expanded use of fixed penalties to reduce the volume of low-level criminal matters processed through the Courts

This strategy will set the direction of travel for the Criminal Justice System in the Isle of Man for the future.

For the first time ever, we present a coherent approach to criminal justice, overseen by a common governance framework.

THE PROBLEM



The Criminal Justice System (CJS) in the Isle of Man has evolved over time. The disparate systems and processes which support the administration of the CJS make it difficult to gather and report on common statistics or to measure the performance of the different areas.

The Criminal Justice System is operated by very different people and agencies, all with their own outlooks, language and culture. For example, the police may refer to 'a suspect', the judiciary to 'the defendant', the legal profession to 'a client' and the prison/probation service to 'an offender'. This diversity of cultures and outlooks is an inherent barrier to change and an obstacle to agreeing and achieving a common vision and goals. However, progress so far has been promising.

The current position – Criminal Justice by numbers

Care must be taken when examining any statistical information in relation to the CJS. Only the Police regularly collect any form of statistical performance information. Where data is required, it must be collected and analysed manually. Some of the information which informs this report is taken from both manual and electronic systems. In other cases, the best source of information relating to one part of the criminal justice system is taken from another; for example the police currently rely on the courts' reporting

mechanisms in respect of Court Result information and to populate their systems. One of the aims of this strategy is to improve the collection and use of management information to drive performance and measure progress in the system.

Costs

The issue of continuing cost to the public purse is recognised. The creation of a Criminal Justice Board seeks to identify areas of performance measurement and improvement to gain the best value for money from the annual budgets for criminal justice.

It is envisaged that a broad target of efficiency savings of £737,000 (5% of 2011 annual budget) over three years should be achievable if the reforms of this modernisation programme are implemented. However, this review is primarily focused on improving the service for the benefit of the public and modernising the administration processes which support the work of the judiciary.

Operating Costs

The **five** primary areas of the Criminal Justice System (Police, General Registry, Attorney General's Chambers, Probation and Prison) estimate that around **£14.7m** of their budgets relate directly to Criminal Justice.

Justice Partner	Criminal Justice Budget
IOM Police (5% of overall budget)	£719,145
Attorney General's Chambers (prosecutions)	£1,021,577
Criminal Legal Aid Budget	£3,006,423
General Registry	£706,102
Prison Service	£7,348,300
Probation Service	£1,112,700
TOTAL	£14,745,247

In addition to the government agencies, there is third sector involvement in the Criminal Justice System. Victim Support receives additional funding from DHA and has operating costs of **£92,872** (year ending March 2011).

Offences through summary courts

In the period April 2010 to March 2011, of a total of 2,644 low level recorded crimes, 60% (1,582) resulted in what can be described as 'minimal' sanctions or fines of less than £200. The majority of these offences are for motoring offences.

The 10 most common offence types are as follows:

- Speeding (between 590 – 600 matters)
- The use of mobile phone whilst driving (between 100-110 matters)
- No road tax on vehicle (between 65-70 matters)
- Driving without a driving licence (between 40-45 matters)
- Driving without due care (between 30-35 matters)
- Vehicle tyre offence (between 25-30 matters)
- Failure to comply with traffic sign (between 25-30 matters)
- R Plates offence (between 20-25 matters)
- Seatbelt wearing offences (between 15-20 matters)
- No insurance (between 15-20 matters)

Prison and probation

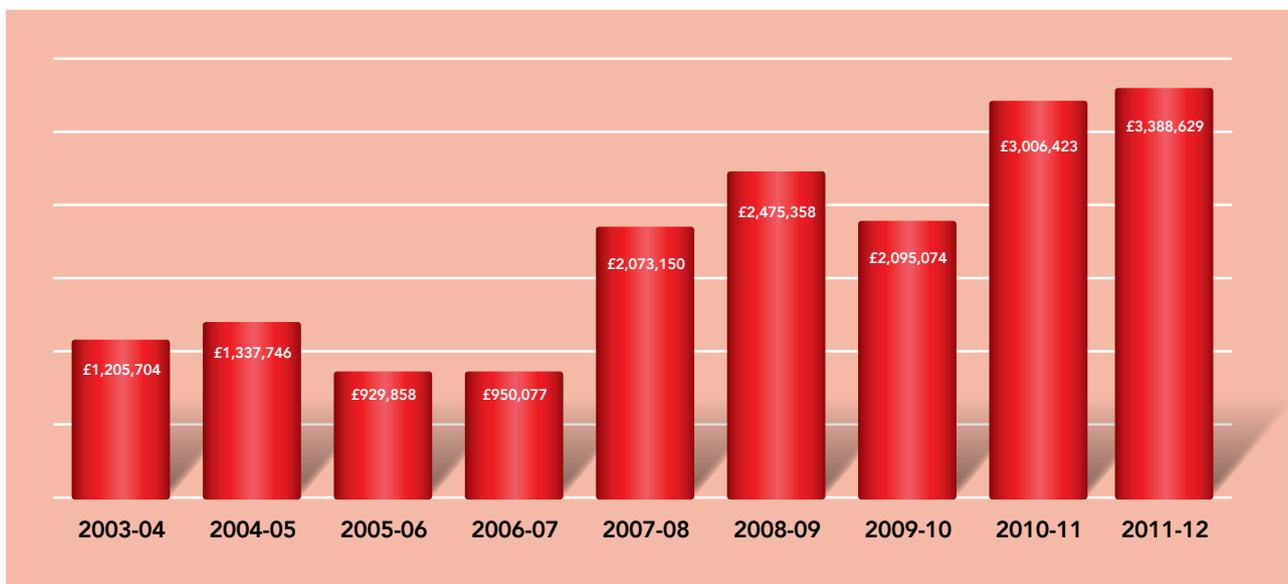
Jurby Prison has a total capacity for **138** prisoners, although the mix of prisoners and the need for separation effectively limit operating capacity to **120**. The average in 2010-11 was **102**, at an annual cost of **£58,779** per prisoner. Of this, at least 80% are fixed costs.

Currently, about **22%** of prisoners are on remand awaiting trial, compared with **16%** in the UK. This figure was as high as **40%** in 2009 and **33%** in 2010.

Criminal Legal aid costs since 2003

	2003/04 £	2004/05 £	2005/06 £	2006/07 £	2007/08 £	2008/09 £	2009/10 £	2010/11 £	2011/12 £
Legal Aid Costs	1,003,442	1,070,319	647,242	580,438	1,666,385	1,901,652	1,452,981	2,310,687	2,480,188
Green Form (Advice)	8,977	7,114	9,105	13,493	10,530	21,715	41,089	45,648	63,206
Police Duty Advocate	138,890	172,903	182,486	233,274	259,888	386,100	412,589	400,509	518,641
Court Duty Advocate	54,395	87,410	91,025	122,872	136,347	165,891	188,415	249,579	326,593
TOTAL (Criminal)	1,205,704	1,337,746	929,858	950,077	2,073,150	2,475,358	2,095,074	3,006,423	3,388,629

Legal aid costs



The costs for criminal legal aid include a number of variables. These include statutory increases to the hourly rate following the Legal Services Commission report, "big cases" which are of a one off nature and which have a significant and disproportionate impact on expenditure, and since 2010 the figures include the VAT element of the costs.

» CASE STUDY



PRISON & YOUTH JUSTICE VISITS

With the secondment of a Prison Officer to the Transforming Government Team, the cross-agency opportunities for new initiatives have been greatly improved. A pilot scheme of day visits by 'future potential prisoners' shows youths the realities of a day in the life of a prisoner. They are taken through the process of reception, social visits, prison routines and confinements faced in prison and given the opportunity to talk to a serving inmate about the impact custody has and the reality of being behind bars. The feedback from the Youth Justice Team is that the visits have had a positive impact on the behaviours of the youths at risk of custodial sentences. Further visits will be arranged and the outcomes will be monitored of those who visited the prison as part of the scheme.

Systems and Processes

A review undertaken in 2009 of the data captured from arrest to sentencing highlighted the high number of duplicate entries made on separate systems:



One person's journey through the criminal justice system can generate up to 98 different forms.

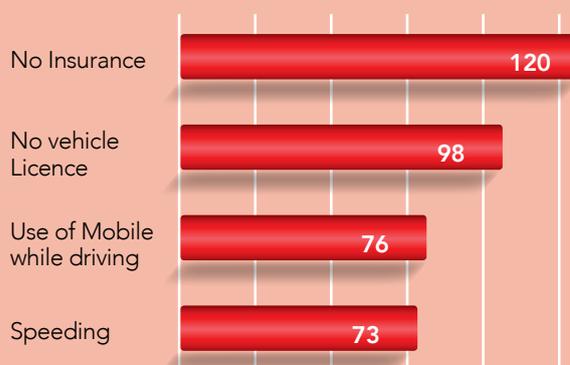


The same person can have their name and address captured on up to 22 different systems.

Time Elapsed

In the Isle of Man the average length of time for the most serious cases from first court hearing to judgement is 78 weeks. In the UK there are strict time limits in place that hearings should take place before 26 weeks.

Offence Date to 1st Hearing Date (days)



With the proposed introduction of Endorseable Fixed Penalty Notice these offences could be dealt with by the imposition of an immediate financial penalty.

OUR SHARED VISION

This will be achieved by all parts of the Criminal Justice System working together efficiently to ensure the right intervention at the right time.



 OUR VISION IS A SAFE SOCIETY

Our criminal justice system will contribute to safe communities, with services that are responsive to the needs of the vulnerable where the rights and responsibilities of citizens are recognised. The community impact of the actions of others at local and national level should be relevant to the delivery of social justice. The CJS will represent good value to the taxpayer.

Our shared aim is a criminal justice system which is therefore:

- Better
- Faster
- Simpler
- Cheaper

We will achieve our shared aim by focussing on four priorities:

- Prevention
- Appropriate Response
- Rehabilitation
- New ways of working

Priority	Approach
"Prevention" "Rehabilitation"	Effective criminal justice is about measures which prevent reoffending and working to stop those at risk from entering the criminal justice system in the first place. Early Intervention programmes working with those at risk of entering the CJS are essential and will require partnership working outside of the traditional CJS partners
"Appropriate Response"	The right intervention at the right time means the right range of powers used at the right time for all the different parts of the criminal justice system. It also means that the Judiciary have the tools and options at their disposal to allow them to deliver justice effectively and for the benefit of the community.
"New ways of working"	Efficiently delivered criminal justice is about the people, processes and systems which underpin and oversee the operation of the CJS. There is little information shared between agencies either at a functional or strategic level.

OBJECTIVES OF THE CRIMINAL JUSTICE STRATEGY

These core objectives will form part of the overall performance plan for Government. Those parts of Government which are involved in service delivery through the Criminal Justice System will deliver these objectives.

- Fewer people entering the criminal justice system
- Reduce the overall cost of the Criminal Justice System to the taxpayer
- Reduce the time taken to get offences to court
- Reduce the number of offences which go through the courts
- Reduce reoffending rates
- Provide effective services to victims
- Improve public confidence
- Prevention
- Appropriate Response
- Rehabilitation
- New Ways of Working

The above objectives will be achieved through a rigorous focus by all parts of the CJS on the priority areas as mentioned previously:

In order to ensure delivery of this ambitious and far ranging strategy, the heads of all the different agencies have agreed to work together as a programme board to steer and guide the development and implementation of this strategy. It is hoped that as the strategy becomes established, this board will change from a programme board with responsibility for monitoring and guiding implementation, to a governance board responsible for reviewing performance, and setting strategy in accordance with political direction.



»» CASE STUDY



TRANSFER OF INFORMATION

For many years the preparation of papers which had to be completed when a defendant is committed to General Gaol from the Summary Courts was paper driven and very time consuming. The ability of a project team to review the everyday work of another area allowed changes to be made to the old process. As a result the paperwork is now scanned and emailed to the respective partners producing efficiencies and saving time and effort for all involved.

The new model proposed for Criminal Justice in the Isle of Man will mean the number of people being sent to prison will reduce from current levels. There will be increased use of other interventions such as restorative justice, attendance centres and community orders. Performance will be measured and reported on and we will seek out benchmarks from other jurisdictions as part of our performance targets.



The Isle of Man has few statistics on reoffending rates, but the UK Ministry of Justice statistics¹ show that prison has a poor record for reducing reoffending – 47% of adults are reconvicted within one year of being released – for those serving sentences of less than 12 months this increases to 57%. For those who have served more than 10 previous custodial sentences the rate of reoffending rises to 66%.

¹Table 18a, 19 and 7a, Ministry of Justice (2011) Proven Reoffending Statistics Quarterly Bulletin January to December 2009, London: Ministry of Justice

These statistics clearly demonstrate that short term prison sentences alone do not reduce reoffending rates. This strategy proposes that alternative methods of dealing with offences which would currently receive a short term prison sentence be explored and their effectiveness tested and measured.

By extending the use of alternatives to custody, justice will still be done, but in a more timely manner without compromising fairness and ensuring the integrity of the CJS.

This new approach will provide the following benefits:

- A more cost effective approach to justice
- Broader ownership of justice with more community input
- Reduced bureaucracy
- Removal of low-level offences from Court proceedings will allow focus on more serious cases and development of systems and information
- Service improvement

- Prompt penalties for offences and improved recovery rates for financial penalties
- Reduced time elapsed for dealing with matters at courts

It is the responsibility of the agencies of the Criminal Justice System to ensure that the core areas are delivered as effectively and cost-efficiently as possible.

Management Information has a vital role to play in monitoring, measuring and managing the performance of the Criminal Justice System. The Criminal Justice Programme Board will define a set of common key performance indicators to help it measure performance as it moves towards these new ways of working and to ensure its effectiveness, but also to make certain that it is prioritising appropriately.

As well as quantitative measures of improvement, we must also put greater emphasis on qualitative measures, including surveys for those involved in or affected by the Criminal Justice System such as victims, witnesses and defendants.



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THE WAY FORWARD



Due to the organisational nature of the Isle of Man Government, the Criminal Justice System has never before had a mechanism for setting common priorities or measuring the effectiveness of its work. Moving forward there will be a Criminal Justice Board comprising the heads of the Criminal Justice Agencies and Chaired by the CEO of the Department of Home Affairs.

- The Criminal Justice Board (CJB) will set and monitor the SMART objectives
- The members of the CJB will be responsible for delivering a co-ordinated approach to information that will allow the agreed SMART objectives to be fulfilled and monitored

This is an ambitious and far reaching strategy that will challenge those who work within the Criminal Justice System. This new approach will require commitment from those leading the change. It will require leadership and support both politically and from the judiciary if it is to succeed. The co-operation and backing of other agencies whose work influences the lives of offenders is also crucial to the success of the strategy as is the continuing support of the Isle of Man Law Society. It will be important to tie the vision of the Criminal Justice Strategy into the performance evaluation of all the organisations involved to reiterate commitment to the common goals.

The Criminal Justice Board Programme will:

- Agree a formal terms of reference and governance structure for the creation of a Criminal Justice Board (CJB)
- Engage in partnerships with Departments responsible for social policies to prevent entry and re-entry into the CJS

- Agree and define corporate targets for the criminal justice system, owned by the governance board
- Monitor and review key performance indicators and benchmarking, ensuring that the needs of priority groups are being met
- Agree the priority for any legislative change required to deliver the strategy
- Report to the Minister of the Department of Home Affairs on progress at least quarterly who will then report to the Council of Ministers annually
- Report to the Social Policy Committee at least annually
- Provide strong and clear leadership and commitment to the aims of this strategy within their organisations.
- Address the challenges posed by the divergent cultures within the different organisations and work towards a sense of common understanding across all areas of the CJS
- Continue to identify future strategic direction and improvements
- Provide resources to assist in the delivery of this strategy
- Continue with external review of our performance, ie HM Inspectors

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PREVENTION



Direct costs for the Criminal Justice System in the Isle of Man are currently around £14.7m per year although this does not include the indirect costs to Departments such as Health and Social Care which although sizeable are difficult to quantify.

As resources become more and more limited, it is important to ensure that the money we spend is targeted appropriately. We know that over the long term, preventative measures are more cost effective to the taxpayer than the custodial process in the case of less serious offences. It is important therefore to ensure there is a renewed focus on 'at risk' families and individuals.

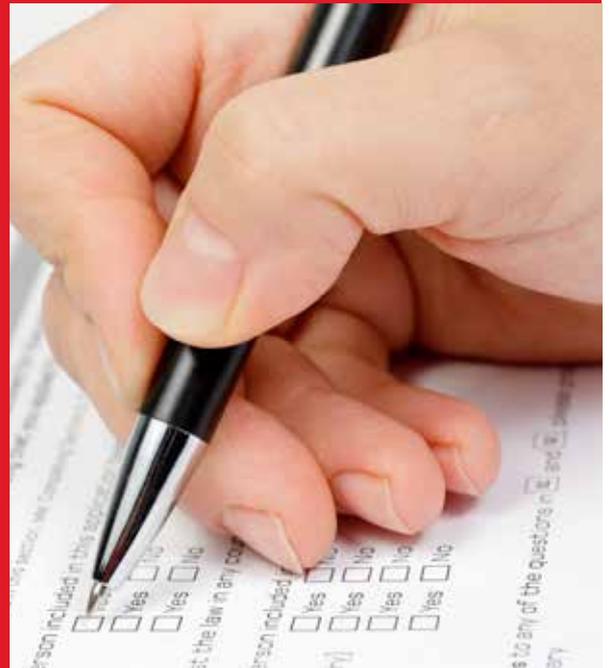
The agencies of the Criminal Justice System will seek more engagement with social care providers and support the work that is being carried out in families who are at risk of entering the CJS. The work of the Youth Justice Team has been rightly recognised and applauded and the Criminal Justice Board will use their expertise in multi-agency working to replicate this for adult offenders.

The high level approach will be to target resources so that potential offenders are identified before they even enter the criminal justice system. The majority of people will be dealt with through preventative methods including education, better information sharing and enforcement.

Key elements of the prevention strategy will be:

- To agree shared goals between agencies, including those outside the Criminal Justice System to help keep the community safe
- To pursue community based justice, and mediation as alternative dispute resolution methods
- In order to improve rehabilitation and offending rates, greater emphasis will be placed on the increased use of education and mentors to work with at risk groups and individuals
- Promotion of Early Intervention for those assessed as at risk of offending

» CASE STUDY



REVIEW OF COURT FORMS

The secondment of a Court Clerk to a central improvement team has allowed the time required to undertake a review and consolidation of paperwork to be produced in court to make the completion more efficient. In one case the number of times the defendant's name was recorded on a form was reduced from 5 to 1.

APPROPRIATE RESPONSE >>



A review of Criminal Justice in the Isle of Man in 2011 found the majority of cases handled by the Summary Courts were traffic offences which resulted in fines of less than £200. This creates pressure on the courts resulting in delays in hearing more serious cases. It is also costly, taking up valuable time for the Judiciary, prosecution and defence and adding to the Legal Aid Bill.

By having a range of additional alternatives to custody for less serious offences, justice can be effected more quickly, but without compromising fairness. In addition, more serious cases can be dealt with in a more timely manner, reducing anxiety for victims, witnesses and defendants. Importantly, the impact on the public purse is minimised.

It is proposed to introduce fixed penalty tickets and penalty notices for minor disorder which will allow 'low level' offences to be dealt with by financial penalty. One of the effects of this will be fewer people criminalised for first offences, enabling them to integrate more effectively back into society, thus reducing their chances of re-offending. It is important to note that the current intelligence-led policing approach will ensure early identification of repeat or concerning behaviours are escalated and dealt with early.

Removing someone from their community to custody is a drastic step and should only be imposed when the risk posed by an individual is unmanageable within resources. When crimes are assessed as so serious as to warrant court proceedings, prosecution should be carried out as swiftly as possible and time limit guidelines set and enforced.

Key elements of the appropriate response strategy will be:

- An emphasis on appropriate and focussed sentencing and sanctions and increased use of effective, community specific interventions to reduce offending
- Time limits agreed for the handling of cases through the courts

» CASE STUDY



JOINT WORKING

The Isle of Man Prison and Probation service and the Isle of Man Constabulary are already working closely together to share training, best practice and facilities in common areas such as security, protection and dog handling. In one case, an informal discussion between dog handlers from the two divisions led to a shared facility for prison and police dogs being developed at Jurby Prison.

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REHABILITATION



Rehabilitation works on the assumption that it is possible to restore an offender to a life in which they contribute to their own well being and more generally to society.

The Probation Service is the key agency dealing with rehabilitation and community sentencing. In addition to providing reports for courts that assist sentencing decisions, they are the primary agency that manage offenders in the community. They deliver community sentences including, community service, supervision orders (probation orders, suspended sentence supervision orders, combination orders) and supervision of prisoners on release from custody on parole or statutory supervision.

The increased focus on community justice and the alternative options of dealing with offences is likely to increase the demands made upon the service and the evaluation of more focused community sentencing will require expertise from the probation service. In addition it will require refocusing on addressing offending behaviour and the real outcome of reducing re-offending as opposed to the activity based monitoring that was introduced with the now defunct National Standards.

As well as improving the process of moving people through the system, it is essential that work continues in offering encouragement and support in addition to deterring them

from re-entering once they leave the system. Employment and skills training are a key part of this. We will have a forward looking criminal justice system which learns from the past and moves forward by reducing re-offending, empowering victims and promoting citizenship and community inclusion.

Key elements of the rehabilitation strategy will be:

- To work in partnership with others to develop innovative and effective interventions to help offenders change their circumstances in order to reduce crime and boost community confidence and wellbeing
- The role of the prison will focus on helping prisoners to change and prepare for release into society.

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NEW WAYS OF WORKING



In order to support this Strategy, the Criminal Justice System itself will need to develop new ways of working and new skills for its people. This work will look to modernise and streamline old-fashioned and bureaucratic back office processes. It will also look at the best way to share information across the Criminal Justice System and investigate the use of technology to enable more efficient ways of working.

There must also be more inter-agency working with groups of staff from across the different agencies coming together to review and improve processes and procedures and to share information.

The cultures of the different parts of the CJS are divergent and focused on the delivery of their particular service. Delivering change in this environment will be challenging, but the focus must shift from delivering the day job, in its current fashion, to working towards the future and being more outcome focused. Access to swift justice is in everybody's interest. It allows victims to recover more quickly, it helps attach consequences to offending and helps victim empathy and reparation.

Measuring and Learning

Currently there is no consistent measurement of the activities within and the outcomes of the Criminal Justice System or review of any measurements of efficacy.

For that reason, the Criminal Justice Programme Board will agree a set of corporate performance indicators and benchmarking targets which will not only measure progress towards achieving this strategy but will measure the effectiveness of the projects undertaken to deliver the planned objectives.

When the Criminal Justice Board is formed, it will be responsible for setting improvement targets. This information will then be made available to all to ensure

confidence in the system.

Communication

Fundamental to the success of the strategy is effective communication. In the past communication from the CJS has been limited. This provides no comfort on the efficacy of the system and the value it provides. It is intended to improve the communication between agencies and with the wider community, in particular between police, probation and victims and between all agencies, especially where there are overlaps. It is also important that communication is improved to the public at large in respect of the strategy, successes and required improvements. The improved communication approach must be balanced with the rights of individuals under the Rehabilitation of Offenders Act 2001 and article eight of the Human Rights Act.

A key element of the new ways of working will be:

- Ensuring the most efficient processes and information technology solutions to ensure safe and speedy progress of people through the Criminal Justice System
- Communicating with the community and reporting how the strategy is working
- Issuing regular updates on performance

STRATEGIC APPROACH

ISLE OF MAN STRATEGIC OBJECTIVES

- Protect the vulnerable
- Balancing the budget
- Growing the economy



CRIMINAL JUSTICE STRATEGY

- VISION:
A Safe Society



CRIMINAL JUSTICE BOARD



**CRIMINAL JUSTICE BOARD SETS STRATEGIC DIRECTION,
GUIDANCE AND TARGETS FOR THE FOUR CORE APPROACHES BELOW**

PREVENTION

Shared goals

Community based justice

Rehabilitation and Reoffending

Early Intervention

APPROPRIATE RESPONSE

Appropriate and focused prosecution & sentencing

Time Limits

REHABILITATION

Partnership working

Preparing prisoners for release

NEW WAYS OF WORKING

Improved Processes

Information Systems

Better sharing of Information

Communication

Performance Management

»» CASE STUDY

COURT RESULTING

It is essential that the results of court hearings are communicated to victims and witnesses as soon as possible. Bail conditions can be changed and must be advised to the police for them to manage. The process required for a court register to be produced and validated can be time consuming. Changes have been made to the court computer system which has speeded up court results being published whilst in court which in turn allows the information to be passed to the Police who are able to use it more effectively.



QUESTIONS FOR CONSIDERATION ON THIS STRATEGY

- Currently the Criminal Justice System is delivered across five different parts of Government (Attorney General's Chambers prosecutions, parts of the General Registry, the Police, Isle of Man Prison and Probation service).

In the current Criminal Justice System there is no overall accountability for the System as a whole. Whilst acknowledging that Judicial independence must be maintained, would structural reform of the Criminal Justice System to reflect greater accountability in one place deliver any real benefits?

- Do you accept the principle that prison should only be used for the most serious and persistent offenders in our community? And, if so, what alternatives to the prison system do you think would not only demonstrate that justice has been done, but would assist in reducing reoffending rates?
- A fundamental cornerstone of ensuring justice for all, is access to Legal Aid. How can Government ensure that legal aid is available to those who need it whilst balancing the financial realities faced by the Isle of Man?

- Do we accept the principle of early intervention (working with at risk people and families) and how can the agencies of the Criminal Justice System and other parts of Government support this approach?
- A key part of the strategy proposes an increased range of fixed penalty notices for many more lower level offences. Do you agree with this approach? If not, what is the alternative?
- Should victims and witnesses play a bigger part in the justice process? If so, how?
- Should local communities have the ability to deal with or influence matters relating to the impact crime has had in their area? If so, how?
- What sort of information do you think the criminal justice system as a whole should be providing to the public in respect of its performance?



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