

Corporate Plan  
for 2006-09  
&  
Business Plan  
for 2006-07

Criminal Justice Inspection  
Northern Ireland  
a better justice system for all



# CRIMINAL JUSTICE INSPECTION NORTHERN IRELAND

## **CORPORATE PLAN 2006-09 AND BUSINESS PLAN 2006-07**

Foreword by the Chief Inspector	2
---------------------------------	---

### **PART ONE: CORPORATE PLAN**

Vision and Mission Statement	4
Remit	6
Stakeholder analysis	9
Method of working	10
Corporate ethos and values	11
Aims and objectives	12
Inspection programme	14
Communications	16
Staffing	16
Finance	17
Corporate governance	18

### **PART TWO: BUSINESS PLAN**

Objectives and targets	20
Inspection programme	22
Budget and staffing	24
Risk management	24

## FOREWORD

This publication contains CJI's Corporate Plan, providing a broad, strategic look ahead over the next three years, together with its Business Plan for 2006-07, setting out more precisely the objectives and targets for that year and the resources which CJI proposes to deploy to achieve them.

It is 18 months since CJI was formally inaugurated in October 2004: in practice it had become active some months before that date. There has therefore been time to establish a pattern of working, to explore the territory described by the remit and to form an idea of the issues that it will be most productive to address.

CJI has not attempted to formulate its plans in isolation. We have consulted extensively with the agencies of the criminal justice system and with other stakeholders. The Stakeholder Conference held in Dunadry on 18 January 2006 gave clear feedback on our proposals for the work programme and contributed a number of new suggestions for thematic work.

The three-year period ahead contains many uncertainties. There is no knowing whether or when the Legislative Assembly will be revived, when responsibility for criminal justice will be devolved to it, or how criminal justice matters will be handled within any new Executive. The relationship between the Assembly and the Policing Board and the relationships between District Policing Partnerships and the new structure of local government will all need to be debated in due course.

An active Assembly could mean more work for CJI, even in the absence of an Executive. Whatever the constitutional developments, the underlying challenges of improving the efficiency and effectiveness of the criminal justice system, guaranteeing its even-handedness, and thereby increasing the public's confidence in the system and its willingness to participate in it, will remain. CJI may have to adjust its plans from time to time to accommodate additional demands, but there is no reason not to prepare a plan of work with a reasonable expectation of accomplishing it.

The remit provided by the Justice (Northern Ireland) Act 2002 as amended is wide-ranging. On reflection, and in the light of exploratory work which it has undertaken such as the *Review of Regulatory Agencies* published in January 2006, CJI believes that there would be advantage in amending the remit when a legislative opportunity arises. Some options are discussed on pages 7 and 8 below.

CJI depends on the expertise of the England and Wales inspectorates which assist it in relation to particular services, such as prisons or the Public Prosecution

Service. The Government's proposals in the Police and Justice Bill, now before Parliament, to unite the criminal justice inspectorates in England and Wales in a single Inspectorate of Justice, Community Safety and Custody therefore have significant implications for CJI. The future relationship with what is now HM Inspectorate of Constabulary will be critical.

There are several features of the Bill – particularly the way it is drawn in terms of inspecting *functions* rather than *organisations* and the way the new Inspectorate will be able to act as a 'gatekeeper' to moderate the impact of other inspection and audit bodies on the criminal justice agencies – which represent an advance on CJI's own founding legislation. These will be worth bearing in mind for whenever another legislative opportunity arises.

It will continue to be important to co-ordinate CJI's work with that of other bodies such as the NI Human Rights Commission, the Children's Commissioner and the Social Service Inspectorate (or its successor, the HPSSRIA) to ensure that there is no unnecessary duplication of effort and to minimise the burden on the agencies subject to inspection.

CJI is a small inspectorate, with just five Inspectors and two Assistant Inspectors reporting to the Deputy Chief and Chief Inspectors. It is my aim to keep it small, if possible, and to cope with any fresh demands either by re-prioritising work or by bringing in temporary assistance on a project basis. The budget has settled down at around £1.4 million, and I am confident that CJI will be able to demonstrate exceptional value for what is barely more than 0.1 per cent of the cost of the criminal justice system in Northern Ireland.

**Kit Chivers**

Chief Inspector of Criminal Justice in Northern Ireland

March 2006

# **PART ONE: CORPORATE PLAN**

## **VISION AND MISSION STATEMENT**

### **The Government's aim**

The overall aim of the Government in Northern Ireland is to secure a lasting peace, based on the Good Friday Agreement, in which the rights and identities of all traditions in Northern Ireland are fully respected and safeguarded and in which a safe, stable, just, open and tolerant society can thrive and prosper.

### **Mission Statement of CJI**

The Criminal Justice Inspectorate (CJI) is intended to contribute to that aim by improving public confidence in the criminal justice system. It will do so by assisting the criminal justice agencies in Northern Ireland to become more efficient and effective and by ensuring that they are even-handed in all their policies and operations.

CJI looks at the criminal justice system first and foremost from the point of view of its users or 'customers'. It has a particular concern for the interests of victims and witnesses of crime, for the rehabilitation of offenders and the prevention of re-offending. It will always, where the welfare of children and other similarly vulnerable persons is at stake, treat their interests as paramount. CJI in these ways aims to contribute to the achievement of the Government's published targets for the criminal justice system. But any credit for improved performance will belong to the managers of criminal justice services, not to the Inspectorate.

### **Status of CJI**

CJI was established as an Executive Non-Departmental Public Body by the Secretary of State for Northern Ireland with the appointment of the Chief Inspector on 4 August 2003. CJI does not carry out its functions on behalf of the Crown. CJI's overall aims, objectives and targets support the Northern Ireland Office's wider strategic aims and its current Public Service Agreement (PSA) with HM Treasury.

### **Functions**

To contribute to the effective running of the criminal justice system, the Chief Inspector:

- Is responsible for ensuring the inspection of the main agencies of the criminal justice system in Northern Ireland, apart from the Court Service<sup>1</sup>;

---

<sup>1</sup> See item 1 on page 7.

- Also conducts cross-cutting thematic reviews of subjects which involve more than one agency;
- Determines CJI's programme of inspections and reviews each year in consultation with the Secretary of State and the Attorney General;
- Presents inspection reports to the Secretary of State (or, in the case of the Public Prosecution Service, to the Attorney General) and through him to Parliament;
- Publishes an annual report of CJI's activities likewise;
- Employs a range of full- and part-time inspectors and seeks expert assistance from other inspection agencies in England, Scotland and Wales as necessary.

## REMIT OF CJI

CJI has a remit to inspect all the organisations set out in the table below. Under the Justice (Northern Ireland) Act 2002 CJI is required to inspect all these organisations, unless it is satisfied that they are subject to a satisfactory existing inspection regime<sup>2</sup>.

- Police Service of Northern Ireland
- Forensic Science NI
- State Pathology Department
- Public Prosecution Service for NI
- Probation Board for NI
- NI Prison Service
- Youth Justice Agency
- Health and Social Services Boards and Trusts
- Compensation Agency
- NI Child Support Agency
- Department of Enterprise, Trade and Investment
- Department of the Environment
- Health and Safety Executive
- NI Tourist Board
- Police Ombudsman for NI
- NI Social Security Agency
- Royal Mail Group
- Belfast International Airport Ltd
- Belfast Harbour Commissioners
- Larne Harbour Ltd

The Act does not prescribe what is meant by 'inspection' or how often it has to take place. The inspection methodology has been set out in *Notes for Inspectors*, which can be found on the CJI website, and is outlined in the following section. The frequency of inspection is determined in each Corporate and Business Plan, which is subject to the approval of Ministers.

---

<sup>2</sup> This provision means that CJI has to work co-operatively with HM Inspectorate of Constabulary in relation to the Police Service of Northern Ireland.

The Secretary of State has the power to add or remove organisations from the remit by Order. It is possible that some changes may be made within the period of this Corporate Plan:

*Northern Ireland Court Service*

1. The Court Service was omitted from the original remit for reasons which are not now entirely clear. Regardless of progress with devolution it now seems right to include it whenever an opportunity arises. The Court Service is already participating fully in thematic reviews on a non-statutory basis.

*Legal Services Commission and Life Sentence Review Commissioners*

2. The Legal Services Commission and the Life Sentence Review Commissioners should also be added to the remit. The former is responsible for expenditure of some £33 million a year in criminal legal aid, and is therefore a significant agency in the criminal justice system.

*Hostels and other victim- or offender-related voluntary organisations*

3. There are parts of the criminal justice system in the voluntary sector which have hitherto been inspected by the Social Services Inspectorate for Northern Ireland. With the setting up of the HPSSRIA it is proposed that the responsibility for inspecting these should be transferred to CJI.

*Co-operation with HMIC over the inspection of the PSNI*

4. The planned creation of a unified Inspectorate of Justice, Community Safety and Custody and of the National Policing Improvement Agency, proposed in the Police and Justice Bill now before Parliament, will have implications for CJI's work in relation to the PSNI. CJI will need initially to relate to the unified inspectorate in the same way as it currently relates to HM Inspectorate of Constabulary. The relationship between CJI and the inspectorate will, however, need to be reviewed if and when responsibility for policing is devolved to the Legislative Assembly.

*Case reviews*

5. Under s. 47(6)(a) of the Justice (Northern Ireland) Act 2002 CJI may not carry out inspections or reviews of individual cases. This is a useful protection against CJI being deluged with requests to investigate individual complaints. However, the Secretary of State may, under s.47(4), require CJI to carry out a review of any matter relating to the criminal justice system, and that power could be used to ask CJI to investigate the wider issues raised by cases.

*Agencies to be removed from the remit*

6. CJI has reviewed the range of regulatory agencies which were included in the original remit and recommends the exclusion of the agencies which come within the field of the Department of Enterprise, Trade and Investment; namely the Health and Safety Executive for Northern Ireland, the Companies Register, the Insolvency Service, the Trading Standards Service and the Northern Ireland Tourist Board. CJI proposes to undertake no further work in those organisations for the time being.

*Excepted matters*

7. The remit of CJI is confined to the inspection of functions which are 'reserved', that is, functions which are currently the responsibility of UK Ministers but which may at some point be devolved to the Northern Ireland Legislative Assembly. There are other functions relevant to the criminal justice system which are 'excepted' and will continue to be the responsibility of UK Ministers, most importantly HM Revenue and Customs, the Assets Recovery Agency and the Home Office's Immigration and Nationality Directorate. It is important that, even if they remain excluded from the remit, there should be co-operation with these agencies in relation to thematic reviews.

## **STAKEHOLDER ANALYSIS**

### **Accountability**

The whole public of Northern Ireland are stakeholders in CJI. In practice CJI holds itself accountable to their elected representatives in Parliament and in the Legislative Assembly – even though the Assembly is currently suspended and responsibility for criminal justice has not yet been devolved to it. CJI's specific formal accountability is to the three Ministers responsible for the criminal justice system in Northern Ireland: the Secretary of State for Northern Ireland, the Attorney General and the Secretary of State for Constitutional Affairs (the Lord Chancellor).

The Policing Board for Northern Ireland is another important stakeholder.

CJI also recognises the legitimate interest of other professional and institutional stakeholders. The agencies of the criminal justice system are themselves stakeholders in CJI, as are members of the legal profession and academics working in the relevant field. A wide range of voluntary and community organisations are either involved with the criminal justice system in some way or at any rate have a close and continuing interest in it. CJI aims to maintain contact with all these groups<sup>3</sup>.

### **Other Inspectorates**

Another category of stakeholders is the other inspectorates and audit bodies with which CJI works. CJI has by statute a close relationship with HM Inspectorates of Constabulary, the Crown Prosecution Service, Prisons and Probation, but it also works with HM Inspectorate of Court Administration, the Adult Learning Inspectorate, the Education and Training Inspectorate (Northern Ireland), the Social Services Inspectorate (Northern Ireland), the Northern Ireland Human Rights Commission and the Commissioner for Children and Young People in Northern Ireland. All of these are significant partners and stakeholders in CJI.

A large number of the inspections and reviews proposed in the Plan will involve partner Inspectorates.

---

<sup>3</sup> See Communication on page 16.

## METHOD OF WORKING

The aim of all CJI's activities is improvement. Its inspections will examine the strengths and weaknesses of organisations with a view to identifying the scope for improvement. It may make recommendations designed to help an organisation to improve in any aspect of its performance.

CJI will take that in two stages:

1. Collecting data in advance, and forming provisional judgments as to the strengths and weaknesses of the organization.
2. Testing those judgments in the inspection, finalizing them and turning them, where appropriate, into recommendations.

CJI does not believe that the most productive way to promote improvement is by 'naming and shaming' agencies. There may be occasions when the work of an agency is of such a poor standard and when it shows neither the will nor the capacity to improve, when the Inspectorate would have no option but to state publicly that the position was unacceptable. But most of the time the CJI will work in partnership with the agencies, on the basis that their managers share the common aim of improvement.

Inspections will be based on a so-called 'Common Core' of standards, comprising:

- Openness and accountability
- Partnership with other agencies in the criminal justice system
- Promotion of equality and human rights
- Being a learning organization, responsive to customers and the community
- Delivering results in relation to the Government's objectives

Each inspection starts by seeking the views of the agency's partners in the criminal justice system and the community on the agency's performance. This is followed by inviting the agency itself to self-assess against the common core framework, identifying as honestly as possible its own strengths and weaknesses – not to be used against it, but as a token of its commitment to inspection as an aid to improvement.

The aim of self-assessment is to internalise within agencies the drive towards improvement, and the development of a capacity for rigorous and perceptive self-criticism among the management of the agencies is fundamental from that point of view.

Further information on self-assessment and the "common core" can be found on CJI's website [www.cjini.org](http://www.cjini.org).

## **CORPORATE ETHOS AND VALUES**

CJI will aim to manage itself according to the best current principles and to serve as an example of the good management practices which it will foster. It will aim to be a good employer, but a disciplined one. Although the terms and conditions of staff will be basically those of the NI Civil Service, the culture will be modelled on a modern knowledge-based business, not on a conventional bureaucracy. The health and well-being of staff will be a paramount concern. As in other Inspectorates, staff will be expected to work beyond conditioned hours when the need arises, but that will be matched by time off in lieu and flexibility in working practices to meet the needs of those with caring responsibilities.

The CJI will:

- Conduct inspections and report with honesty and impartiality, basing its findings upon evidence;
- Be open about its practices and procedures, and about the expectations against which judgments are made;
- Publish all its reports and make all its papers freely available, subject to the normal exceptions for security and personal information;
- Encourage self-assessment, and make improvement the main purpose of all its inspections;
- Work in a non-adversarial, consultative and interactive way, collaborating wherever possible with other agencies and Inspectorates;
- Aim to minimise the demands it makes on those inspected;
- Treat people courteously, fairly and without discrimination, valuing diversity and promoting equality in accordance with s.75;
- Monitor and evaluate its own performance from the perspective of value for money;
- Welcome and be responsive to any complaints or other feedback from the agencies inspected.

## **AIMS AND OBJECTIVES**

### **Strategic aim**

The strategic aim of CJI is to promote the effectiveness, efficiency and even-handedness of the criminal justice system in Northern Ireland. It will do that primarily through the inspection of all aspects of the criminal justice system in Northern Ireland, other than the courts.

### **Aims of the criminal justice system in Northern Ireland**

CJI will endeavour to support the Government's aims for the criminal justice system in Northern Ireland, which are set out below:

#### ***Aim One***

***To provide an independent, fair and effective criminal justice system for the community.***

*In implementing the Criminal Justice Review, we are engaged in a process of transformational change, which will modernise the system and improve the delivery of services to the public. We will provide a criminal justice system which reflects the changing needs of a modern society.*

#### ***Aim Two***

***To work together to help reduce crime and the fear of crime.***

*The criminal justice agencies are focused both on tackling crime and associated anti-social behaviour, and on enhancing community safety and crime prevention. The agencies will respond to criminal behaviour, from whatever source it comes, appropriately and in accordance with the law. We serve the community by providing effective services in which the whole community can have confidence.*

#### ***Aim Three***

***To make the criminal justice system as open, inclusive and accessible as possible, and promote confidence in the administration of justice.***

*The Criminal Justice Review emphasised the importance of accessibility and openness in a modern criminal justice system. We are dedicated to improving the community's access to information, and the quality of information available.*

#### **Aim Four**

**To improve service delivery by enhancing levels of effectiveness, efficiency and cooperation within the criminal justice system.**

*It is vital for the delivery of effective and efficient services to the community that the criminal justice organisations work in close partnership with each other and also with other statutory agencies, the voluntary sector and the local community. While it is clear that each organisation is independent, all must be united in the common purpose of providing an effective criminal justice system. This requires close communication and cooperation at every level.*

#### **Continuing aims of CJI**

CJI will promote the effectiveness, efficiency and even-handedness of the criminal justice system in Northern Ireland by:

- inspecting all the organisations within its remit<sup>4</sup> on a regular basis in a manner proportionate to their significance in the criminal justice system.
- undertaking some inspection work in each of the main six agencies of the criminal justice system each year.
- undertaking a wide range of cross-cutting thematic reviews of subjects of importance to the criminal justice system.
- communicating regularly and effectively with all its stakeholders (as described under *Communication* below).

#### **Objectives for the period of the Corporate Plan**

In this planning period (2006-07 to 2008-09) CJI will:

- Conduct at least one inspection of each of the organisations within its remit<sup>4</sup>.
- Inspect each of the main criminal justice agencies in respect of corporate governance (broadly defined), equality and human rights.
- Undertake and publish at least three major cross-cutting thematic reviews in each year.
- Raise public awareness of its work to the point that by March 2009 25 per cent of the population, by survey, have some recognition of CJI.

---

<sup>4</sup> Except those which CJI proposes should be excluded from the remit (see item 6 on page 8)

## INSPECTION PROGRAMME

### 2006-07

CJI proposes to carry out the following inspections and reviews in the 2006-07 financial year in partnership with other Inspectorates and oversight bodies as appropriate:

- The procurement of goods and services (with the National Audit Office)
- How hate crime is dealt with by the criminal justice system
- The use of police bail
- The investigation of volume crime
- The resettlement of offenders
- Co-terminosity in the CJS in the light of the Review of Public Administration
- An inspection of the Department of the Environment's regulatory branches
- A review of practice regarding the disclosure of evidence to the Defence
- An inspection of the Airport and Harbour Police in Northern Ireland
- Children and the Criminal Justice System : Persistent Young Offenders
- The handling of complaints against themselves by the CJ agencies
- A baseline inspection of the Public Prosecution Service
- An inspection of the Youth Conferencing Scheme (Youth Justice Agency)
- Follow-up inspections of Magilligan Prison and women prisoners at Hydebank Wood Prison
- One or more inspections of hostels for ex-offenders

Details of the programme are set out in the Business Plan for 2006-07.

CJI is also ready to conduct inspections of the Community Based Restorative Justice Schemes, if invited to do so by Ministers when the recently published guidelines have been finalised.

CJI may at any time be asked by the Secretary of State to undertake other pieces of work (inspections, reviews or the provision of advice) and it will be ready to adjust its plans as necessary to accommodate additional demands.

## **2007-08 and 2008-09**

In the period 2007-09 CJI currently (and provisionally) proposes to conduct the following inspections and reviews:

- Roads policing
- Policing with the Community
- Policing of potentially violent protests and parades
- Follow-up inspections of Hydebank Wood YOC and Maghaberry Prison
- Follow-up inspection of the Juvenile Justice Centre
- Further inspections of hostels housing ex-offenders
- Further inspections of Community Based Restorative Justice Schemes, if agreed
- Corporate inspection of the Youth Justice Agency
- Inspection of the Royal Mail Investigations Unit in Northern Ireland
- The implementation of the Human Rights Act by the criminal justice agencies (thematic)
- The use of generic management consultants (thematic)
- Confidence in the criminal justice system (thematic)
- Children and the Criminal Justice System (further thematic inspection)
- The impact of S.75 on the criminal justice agencies (thematic)
- Progress on historical murder investigations
- Identity fraud
- The operation and effectiveness of Anti-Social Behaviour Orders
- Discipline and grievance procedures in the criminal justice agencies
- North/South co-operation on criminal justice matters (thematic)
- The use of Hospital Orders
- Police training: preparedness for the move to the new Police College
- PSNI customer service, including call-handling
- Progress on historic murder investigations
- Integrated planning in the CJS (thematic)
- The concept of 'independence' in the CJ agencies

## **Action Plan reviews**

CJI will, in accordance with the inspection methodology, also be carrying out action plan reviews on reported inspections. Those planned for 2006-07 form part of the Business Plan for that year.

## COMMUNICATIONS

CJI regards it as an essential part of its function to communicate widely with the community in Northern Ireland. It needs to listen to the community, to ensure that it understands the real concerns of people in all parts of Northern Ireland and to reflect those concerns in its inspection programme; and it needs to communicate to the public the results of the inspections, to improve the accountability of the criminal justice system and demonstrate that its efficiency, effectiveness and even-handedness are being monitored.

CJI endeavours to listen to the community through a programme of outreach. Inspectors take every opportunity to address local meetings, such as District Policing Partnerships and Community Safety Partnerships. CJI also arranges a Stakeholder Conference each year, to which a wide range of community representatives and leaders of voluntary and community organisations are invited.

CJI communicates outward through its published reports and through a quarterly newsletter *The Spec*, both of which are available on its website [www.cjini.org](http://www.cjini.org). It has recently started to publish a 'blog' or diary of events of relevance to its work.

## STAFFING

CJI comprises the following staff:

- Chief Inspector
- Deputy Chief Inspector and Chief Executive (Accounting Officer)
- Five Inspectors (one of whom will also act as Business Manager)
- Two Assistant Inspectors
- Communications Officer
- Business Support Manager
- Four support staff

There are no plans to increase this complement in the planning period.

The Chief Inspector, Deputy Chief Inspector, Inspectors, Assistant Inspectors and Communications Officer are directly recruited. They are not civil servants but employees of CJI, which is not a Crown body, though (with the exception of the Chief Inspector) they have access to the Civil Service Pension Scheme. The support staff are, with one exception, civil servants on secondment from the Northern Ireland Office. Over the period of the Corporate Plan it is envisaged that the majority of these civil servants will return to their Department and will be replaced by directly recruited staff. The pay arrangements for directly recruited staff are closely analogous to those of the Northern Ireland Civil Service, but CJI will be seeking slightly more freedom to determine its own pay regime within the constraints imposed by the Northern Ireland Office.

In the coming year CJI intends to conduct a training needs analysis for all staff and place staff training on a firmer basis.

CJI also makes use of staff seconded from other inspectorates, consultants and stand-by Inspectors employed on a daily basis. Unless there were a sustained and substantial increase in the workload it will aim to cover any increase in demand by calling on these external resources and by reprioritising and rescheduling work.

## **FINANCE**

CJI is financed by grant in aid from the Northern Ireland Office. Its budget allocation over the current planning period is as follows:

<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	£ million
1.4	1.5	1.5	

## **CORPORATE GOVERNANCE**

### **Governance**

The office of the Chief Inspector of Criminal Justice in Northern Ireland was created under Section 45 of the Justice (Northern Ireland) Act 2002. The Chief Inspector, Kit Chivers, was appointed by the Secretary of State and is accountable through him to Parliament to inspect or ensure the inspection of all aspects of the criminal justice system, excluding the courts.

### **Corporate accountability**

The status of the office of Chief Inspector is that of a Non Departmental Public Body administrated through the Northern Ireland Office. The Accounting Officer responsibility is delegated from the Permanent Secretary of that Department to Brendan McGuigan, Chief Executive, who is accountable to the Chief Inspector for the effective and efficient control and resourcing of the Office.

### **Executive control**

A Senior Management Team convenes fortnightly, or more often if required, and comprises the Chief Inspector, the Deputy Chief Inspector, the Business Manager and Communications Officer. CJI's Business Plan is reviewed by the Senior Management Team quarterly.

### **Audit Committee**

An Audit Committee fitting for an organisation the size of CJI has been established with representatives from both Internal Audit and the Northern Ireland Audit Office.

### **Annual Report**

An Annual Report and Statement of Accounts reporting on the performance and funding of the Office is made to the Secretary of State and presented to Parliament as soon as possible after the close of each financial year.

## **Risk management**

CJI's policy is to ensure that effective risk management processes improve the quality of decision making and the ability to deliver. The Senior Management Team has adopted the Government's recommended approach to risk management which encompasses:

- The objectives of CJI's risk management arrangements;
- Compliance with risk management;
- Risk management principles;
- The risk management procedures;
- Roles and responsibilities;
- Risk appetite

Management of risk is the responsibility of all staff in the organization and the whole team was involved in identifying the potential risk to the organization's ability to deliver its objectives. The key risks currently identified are set out in the Business Plan for 2006-07 (page 24).

## PART TWO: BUSINESS PLAN

This Business Plan covers the period April 2006 to March 2007. Performance against the objectives and targets outlined in this Business Plan will be accounted for in the Annual Report.

### **Objectives for 2006-07**

The strategic aims and objectives of CJI were described in the Corporate Plan (pages 12 and 13). The specific objectives and targets for 2006-07 are as follows, to be completed unless otherwise stated by the end of the financial year:

#### *Inspections and Action Plans*

- Conduct all the inspections and thematic reviews listed to an acceptable<sup>5</sup> standard, to time and to budget.
- Conduct all the Action Plan reviews listed within three months of the date one year after publication of the inspection report, unless otherwise agreed.

#### *Communications*

- Develop and implement a new strategy for listening to the community.
- Accept all suitable invitations to speak at seminars and conferences and to community groups.
- Establish a baseline of data on media references to CJI.
- Introduce a new standard design for inspection reports.
- Publish four editions of the newsletter *The Spec*.
- Run a successful annual Stakeholder Conference in January 2007.

#### *Management*

- All staff to undertake at least seven days' relevant training in the course of the year.
- Publish the Annual Report for 2005-06 by 31 July 2006 and the complete Annual Report and Accounts as soon as possible thereafter.
- Obtain a clean audit certificate from the Comptroller and Auditor General.

---

<sup>5</sup> 'Acceptable' means acceptable to the Secretary of State or the Attorney General and approved for publication.

## Targets

- 90 per cent of inspections and thematic reviews to be completed within time and budget<sup>6</sup>.
- 90 per cent of single-agency inspection reports (but not thematics<sup>7</sup>) to be published with agreed Action Plans.
- 75 per cent of inspections and thematic reviews started in 2006-07 to be reported by 31 March 2007.
- No complaints against Inspectors upheld in the course of the year.
- Public recognition of CJI to reach 15 per cent of those surveyed by 31 March 2007.
- Sessions on the CJI website to reach 10,000 a month (on a three-month rolling average) by March 2007<sup>8</sup>.

---

<sup>6</sup> Excess time taken by agencies to comment on draft reports and to submit Action Plans will be excluded from the measure, which may therefore not correspond with elapsed time.

<sup>7</sup> Because of the number of agencies which may be involved in a cross-cutting thematic review it may not be possible to include an agreed Action Plan without significantly delaying publication.

<sup>8</sup> The latest available figure as a base for this target is 7,000 sessions in January 2006.

## Inspection programme

The chart below shows the provisional phasing of the proposed work programme for 2006-07, which is listed on page 14. It is always subject to modification in the course of the year, as new requirements arise and projects have to be re-assessed and re-prioritised. The programme reflects consultation at the CJI Stakeholder Conference in January 2006.

Inspection	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Public Prosecution Service										X	X	X
Youth Conferencing Service												X
Disclosure of evidence							X	X	X			
Procurement practice	X	X	X	X								
Airport and Harbour Police										X		
Resettlement of offenders							X	X				
Complaints handling								X	X	X		
Hate Crime	X	X	X									
Volume Crime			X	X	X	X						
Children in the CJS: PYOs									X	X	X	X
Co-terminosity in the CJS					X	X	X					
Police bail			X	X	X	X						
D.O.E. regulatory agencies						X	X	X				

## **Action Plan reviews**

In accordance with its inspection methodology, CJINI will be conducting the following Action Plan reviews in 2006-07<sup>9</sup>:

— Magilligan Prison	Unannounced
— Ash House, Hydebank Wood Prison	Unannounced
— The Management of Sex Offenders	June 2006
— State Pathology	June 2006
— Victims and Witnesses	Nov 2006
— Forensic Science Northern Ireland	Jan 2007
— PSNI Scientific Support Services	Jan 2007
— Compensation Agency	Jan 2007

---

<sup>9</sup> The review in relation to the Office of the Police Ombudsman has been postponed by agreement to May 2007.

## **Budget and staffing**

The budget for 2006-07 is as follows:

	<u>£'000</u>
Salaries etc	750
Other variable costs	450
Fixed costs	200
Total	<u>1400</u>

The staff complement is shown on page 16.

## **Risks identified**

CJI has conducted a risk analysis examining a wide range of possible risks to the organization and to the delivery of its objectives:

- Risks to staff
- Risks to infrastructure (including IT)
- Political and reputational risk
- Risk of financial loss or impropriety

The main risks in practice are seen as:

Personnel risk:	The danger of losing key staff, with the associated loss of expertise.
Reputational risk:	The danger that CJI might be seen as partisan in its approach.
Relations with agencies:	The danger that agencies may fail to offer reasonable co-operation and that CJI may get in to protracted debates about draft reports which delay their publication.
Relations with the community:	The danger that voluntary and community-based organisations may be unwilling to engage, impeding CJI's programme of outreach.

In each case – including other less likely but also potentially damaging risks – CJI has plans in place to reduce or negate the impact. Details of the full risk assessment are available on request.

Criminal Justice Inspection  
Northern Ireland  
*a better justice system for all*



Criminal Justice Inspection Northern Ireland  
14 Great Victoria Street  
Belfast  
BT2 7BA

April 2006