



# **corporate plan** 2009-12

# **business plan** 2009-10



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## Foreword by the **Chief Inspector of Criminal Justice**

THIS PUBLICATION contains Criminal Justice Inspection Northern Ireland's (CJI's) Corporate Plan which provides a broad strategic look over the next three years together with its Business Plan for 2009-10.

The Business Plan sets out more precisely the objectives and targets for the year, and the resources which CJI proposes to deploy to achieve them.

CJI has not developed its plans in isolation. We have consulted extensively with the agencies of the criminal justice system and other stakeholders. The Inspectorate's Stakeholder Conference in January 2009 gave clear feedback on our proposals for the work programme, and contributed a number of new suggestions for thematic work.

In formulating our plans, we have also considered the challenges facing the justice system over the next three years. Looking ahead over the life of this Corporate Plan, the possible introduction of the devolution of policing and criminal justice matters will mean an entirely new phase in the development of the criminal justice system.

It seems to me that the challenges facing the criminal justice organisations will come from at least three areas. They are well rehearsed and comprise the often conflicting challenges presented by the pressures of increased local accountability, managing organisational change, and ensuring that standards and practice in service delivery remain best in class.

In developing our Corporate Plan we have adopted a thematic approach to inspection that, over the life of the document, attempts to draw conclusions that can support Ministers and the wider community, in understanding the workings of the criminal justice system and its impact on victims and witnesses, young people and children, prisoners and detainees. We aim to look at the linkages between the criminal justice system and devolved departments in the delivery of justice services.

Under a devolved administration, there is no doubt that all criminal justice organisations will come under increasing and relentless scrutiny. This is no bad thing, particularly in Northern Ireland where the criminal justice system has been a contested space for so long. It does mean however, that the type of independent

scrutiny provided by CJI will attract even more attention.

Standards and practices are constantly changing. What might have been regarded as good practice 10 years ago may be very different now. The development of local accountability may well open up a debate on the type of criminal justice system we want in the future.

CJI is the only unified inspection body in the United Kingdom. This puts us in a unique position to identify the issues that are common to some or all agencies, and to promote inter-organisational good practice. The question of how long should it take from arrest to prosecution and sentence can only be resolved by looking across the criminal justice system. Similarly, how should victims be treated cuts across all bodies from police and prosecution to courts and prisons.

As we move forward, I think it is right that we continue to challenge the legacy of the past and the role it plays in determining how services are delivered today and in the future – whether this

relates to the funds available for community policing, prison reform, or the resources given for the resettlement and rehabilitation of offenders. We cannot have a criminal justice system that is resourced for the past and expect it to deliver against the community expectations of the future. To do so will not build a justice system that everyone can have confidence in.

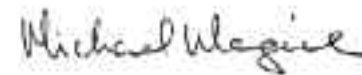
A robust, independent, inspection process is fundamental to furthering public confidence in the criminal justice system. To do that, we need to widen the audience to ensure that our reports – while keeping the core of what they do well – have a resonance beyond the operational priorities of individual agencies. They are not just technical documents written for the chosen few, but offer a wider commentary on the effectiveness and efficiency of the system.

As an organisation, CJI also plans to build on the good work that has been completed to date in further developing our approach to inspection. Through implementing a more structured approach to inspection, the development of staff, and partnership working

with other criminal justice inspection bodies, we have set out a challenging organisational agenda over the period of the Corporate Plan.

The Inspectorate is committed to working with justice organisations to provide an honest and independent reflection of the strengths and weaknesses of the justice system, highlighting areas of good practice and providing a basis upon which a shared improvement agenda can be implemented moving forward.

We are committed to working with organisations to assist with performance improvement and further develop confidence in the criminal justice system.



**Dr Michael Maguire**

Chief Inspector of Criminal Justice  
in Northern Ireland

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





**PART ONE:**  
**corporate**  
**plan**

# The Criminal Justice System

## The Government's Aim

The overall aim of the UK Government in Northern Ireland is “to build and maintain a safe, peaceful and prosperous society as envisaged in the 1998 Agreement within which devolved government is operating on a stable basis, the rights and identities of all traditions in Northern Ireland are respected and safeguarded, and there is confidence in public institutions.”

The criminal justice system in Northern Ireland is made up of seven main statutory agencies. They are:

- Northern Ireland Court Service (NICtS);
- Northern Ireland Office (NIO);
- Northern Ireland Prison Service (NIPS);
- Police Service of Northern Ireland (PSNI);
- Probation Board for Northern Ireland (PBNI);
- Public Prosecution Service for Northern Ireland (PPS); and
- Youth Justice Agency (YJA).

The purpose of the criminal justice system is to support the administration of justice, to contribute to the reduction of crime, the fear of crime, and to ensure that criminal law is kept up to date. It does this by investigating crimes, bringing those responsible to justice, helping the victims of crime, rehabilitating offenders after their punishment, and increasing levels of community safety and cohesion.

In so far as the criminal justice system is concerned, the Government's aim is to:

- manage offenders securely, safely and humanely;
- deliver an independent, fair and effective criminal justice system which supports and protects the community;
- work with the PSNI and other policing partners to deliver effective and accountable policing services that can secure the confidence of the whole community; and
- deliver value for money and to live within available funding.



# The role of CJI

CRIMINAL JUSTICE Inspection Northern Ireland (CJI) was established as an Executive Non-Departmental Public Body (NDPB) 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. The current Chief Inspector was appointed on 1 September 2008.

CJI contributes to the Government's aims 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 being fair and equitable in all their policies and operations.

CJI's formal accountability is to the Secretary of State for Northern Ireland. It is however anticipated that this accountability would transfer under devolution to the Minister for Justice and a Justice Department.

## The objectives of CJI are to:

- promote efficiency and effectiveness through assessment and inspection to facilitate performance improvement;
- provide an independent assessment to Ministers and the wider community on the working of the criminal justice system;
- provide independent scrutiny of the conditions for and treatment of, users of the criminal justice system, in particular victims and witnesses, children and young people, prisoners and detainees; and
- work in partnership to deliver a high quality, independent and impartial inspection programme.

To achieve these objectives, the Chief Inspector will:

- ensure the inspection of the main agencies of the criminal justice system in Northern Ireland;
- conduct cross-cutting thematic reviews of subjects which involve more than one agency;

- determine CJI's programme of inspection and action plan/inspection follow-up reviews each year in consultation with the Secretary of State and the Attorney General;
- present inspection reports to the Secretary of State and on the devolution of Policing and Criminal Justice matters, to the Justice Minister;
- publish an Annual Report of CJI's activities; and
- employ a small number of appropriately qualified and experienced Inspectors and seek expert assistance from other inspection agencies as necessary.

# Remit of CJI

CJI has a remit to inspect all the organisations and bodies listed below. Under the Justice (Northern Ireland) Act 2002 and the Justice and Security (Northern Ireland) Act 2007, CJI is required to inspect the following organisations and bodies, unless it is satisfied that they are subject to a satisfactory existing inspection regime<sup>1</sup>.

## Key criminal justice organisations and bodies

- Police Service of Northern Ireland;
- Forensic Science Northern Ireland;
- State Pathologist's Department;
- Public Prosecution Service for Northern Ireland;
- Probation Board for Northern Ireland;
- Northern Ireland Prison Service;
- Youth Justice Agency;
- Police Ombudsman for Northern Ireland;
- Northern Ireland Court Service;
- Legal Services Commission;
- Parole Commissioners for Northern Ireland;

## Other organisations and bodies inspected by CJI

- Department of Health, Social Services and Public Safety;
- Compensation Agency;
- Northern Ireland Child Maintenance and Enforcement Division;
- Health and Social Services Board and Trusts;
- Department of Enterprise, Trade and Investment;
- Department of the Environment;
- Health and Safety Executive;
- Northern Ireland Tourist Board;
- Northern Ireland Social Security Agency;
- Royal Mail Group;
- Belfast International Airport Ltd;
- Belfast Harbour Commissioners;
- Larne Harbour Ltd;
- Community-Based Restorative Justice Schemes; and
- Probation and Bail Hostels (Approved Premises).

<sup>1</sup> This provision means that CJI has to work co-operatively with HM Inspectorate of Constabulary in relation to the inspection of the Police Service of Northern Ireland.

# Corporate vision, values and mission

CJI was established as an organisation legally separate from the Northern Ireland Office to provide independent scrutiny of the criminal justice system. It is central to the work of CJI that it conducts inspections with honesty and impartiality, basing its findings upon evidence. It encourages self-assessment within organisations and works in a non-adversarial, consultative and interactive way.

## Vision

CJI's vision is summed up as 'a better justice system for all'.

By that we mean a criminal justice system that works smoothly and efficiently, protecting everyone, working to reduce crime and helping to put offenders back on the right track so that they will not offend again. It also means a system that does all these things with absolute fairness, promotes equality and human rights and is responsive to the real concerns of the community.

A justice system that can do these things is the foundation for a peaceful and cohesive community and is a prerequisite for health and prosperity.

That vision requires the collaboration of all the agencies of the criminal justice system, the voluntary sector and political and community-based organisations to bring it about. CJI contributes to it by conducting inspections of individual agencies and cross-cutting thematic reviews of aspects of the criminal justice system.

## Values

The Inspectorate's values are summed up as:

- independence;
- impartiality;
- honesty;
- integrity;
- respect;
- openness; and
- robustness.

## Mission

CJI's mission is to work closely with the inspected agencies in a professional and mature way. We will maintain our robustness and independence by producing relevant, respected inspection reports that add value to the criminal justice system and enhance the public's experience of contact with every part of the criminal justice system.

We will achieve our mission by:

- maintaining our values at all times;
- communicating clearly and frankly;
- listening to all interested parties;
- identifying and communicating good practice;
- producing enabling, balanced, objective reports;
- taking account of sensitive issues;
- providing a supportive work environment that reflects our values; and
- pursuing excellence.

The Inspectorate publishes all its reports and makes all its papers freely available, subject to the normal exceptions for security and personal information.



## Method of working

THE AIM of all CJI's activities is improvement. Inspection processes examine organisations for strengths and areas for improvement. It may make recommendations designed to help an organisation to improve in any aspect of its performance.

CJI will do this in two stages by:

- collecting data in advance, and forming provisional judgments as to the strengths and weaknesses of the organisation; and
- testing those judgments in the inspection, finalising 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, that the Inspectorate would have no option but to state publicly that the position was unacceptable. But most of the time, CJI will work in partnership with the agencies it inspects, on the basis that their

managers share the common aim of improvement.

Inspections conducted by CJI fully reflect the Cabinet Office principles for the inspection of public services to:

- pursue the purpose of inspection;
- focus on outcomes;
- take a user perspective;
- be proportionate to risk;
- encourage self-assessment by managers;
- use impartial evidence wherever possible;
- disclose the criteria used for judgment;
- be open about the processes involved;
- have regard to value for money, including that of the inspecting body; and
- continually learn from experience.

Each inspection involves 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, where appropriate, to self-assess

against the inspection criteria identified in the Terms of Reference, 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. The development of a capacity for rigorous and perceptive self-criticism among the management of the agencies, is fundamental from that point of view.

### **Working in partnership**

CJI 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 relevant fields. 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>2</sup>.

CJI has by statute a close relationship with HM Inspectorates of Constabulary, Prisons, Probation and the Crown Prosecution Service. It also works with HM Inspectorate of Court Administration, the Education and Training Inspectorate (Northern Ireland), the Regulation and Quality Improvement Authority (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 Corporate Plan will involve partner Inspectorates.

Following the NIO-commissioned ‘Light Touch Review’ of Criminal Justice Inspection carried out by John Hunter in 2008, the Inspectorate is in the process of developing and agreeing protocols with each of the main criminal justice agencies. Protocols and Service Level Agreements are also being agreed with the Northern Ireland Audit Office, the Education and Training Inspectorate, the Regulation and Quality Improvement Authority, and HM Inspectorate of Prisons.

The Chief Inspector is actively encouraging secondment opportunities from both the criminal justice agencies and other oversight bodies.

The Chief Inspector has also convened a meeting of the main inspection and oversight bodies in Northern Ireland to ensure co-ordination of activities in respect of the criminal justice agencies.

# Organisational development

CJI comprises the following staff:

- Chief Inspector;
- Deputy Chief Inspector and Chief Executive (Accounting Officer);
- Seven Inspectors;
- Two Inspection Support Officers;
- Media and Communications Officer;
- IT Systems Administrator;
- Business Support Officer;
- Personal Assistant; and
- Administrative Support Officer.

As we approach the devolution of Policing and Criminal Justice matters, the staffing levels of the Inspectorate will be kept under constant review.

All of the staff of CJI, including the Chief Inspector and Deputy Chief Inspector, were recruited externally through open competition. Staff are employed on terms and conditions based on those of the Northern Ireland Civil Service with some small modifications.

The men and women who work for the Inspectorate are CJI's most valuable asset. To this end, the Chief Inspector and Deputy Chief Inspector are committed to providing a harmonious working environment, where individual needs are an organisational priority and where personal self-development is encouraged. All staff members have a part to play in helping set the standards and future direction of the Inspectorate and to this end, general staff meetings are held on a monthly basis.

CJI is committed to developing each member of staff so that all reach their potential. The staff appraisal process is the principle means of identifying appropriate developmental opportunities through training courses, attendance at conferences and seminars, secondment opportunities or participation in joint inspection work.

CJI also makes use of staff seconded from other Inspectorates, consultants and stand-by Inspectors as and when required. Unless there was 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.

In 2008 John Hunter conducted a 'Light Touch Review' of CJI. The recommendations focused on CJI's need to:

- develop a more strategic relationship with the NIO;
- improve communications between the Inspectorate and other inspection bodies;
- develop a more structured relationship between CJI and the organisations subject to inspection; and
- develop the working practices of the Inspectorate.

Following extensive internal debate a number of working groups within the Inspectorate have been established to move the agenda forward.



## Objectives for the Corporate Planning period

In this planning period (2009-12) CJI will:

- promote efficiency and effectiveness through assessment and inspection to facilitate performance improvement;
- provide assurance to Ministers and the public, on the working of the criminal justice system;
- provide independent scrutiny of the conditions for and treatment of prisoners;
- contribute to the overall effectiveness of the criminal justice system through thematic inspections;
- improve communications between CJI and other inspection bodies including the development of protocols, memorandum of understandings and service level agreements;
- develop a more structured relationship between CJI and the organisations subject to inspection through the establishment of protocols, memorandum of understandings and service level agreements; and
- develop the working practices of the Inspectorate by achieving external validation of CJI work through ISO 9000, Investors in People (IIP) accreditation and a new inspection management process.

These objectives will be achieved through the:

- delivery of the programme of planned inspections, action plan/inspection follow-up reviews;
- delivery of additional inspections or reviews requested by the Minister;
- publication of the inspection reports;
- completion of all planned action plan/inspection follow-up reviews;
- delivery of a new communications strategy;
- delivery of high quality information to all stakeholders with an interest in criminal justice matters;
- establishment of protocols, memorandum of understandings and service level agreements with other Inspectorate bodies;
- completion of protocols with the main criminal justice agencies; and
- achievement of ISO 9000 and Investors in People (IIP) accreditation and introduction of new management process.

# Inspection programme 2009-10 and 2010-12

## Inspection programme 2009-10

### PSNI

- An evaluation of the PSNI Training Strategy;
- an inspection of Customer Service within the PSNI; and
- an inspection of PSNI Public Protection Units.

### NIPS

- An inspection of Magilligan Prison;
- an inspection to assess how vulnerable prisoners are treated; and
- an inspection of NIPS Corporate Governance.

### PPS

- An inspection of PPS Corporate Governance.

### Other

- An evaluation of the West Belfast Community Safety Forum;
- unannounced inspections of Approved Premises;

- a review of the Legal Services Commission;
- an inspection of Parole Commissioners Corporate Governance;
- a review of Community – Based Restorative Justice Schemes; and
- unannounced inspections of the Juvenile Justice Centre.

### Thematic Inspections

- A thematic inspection of court custody facilities and the transportation arrangements for prisoners;
- an inspection of the interface between the PSNI and PPS;
- a review of progress in delivering the Causeway IT system;
- a thematic inspection of avoidable delay in the criminal justice system;
- a thematic inspection of youth diversion;
- a thematic inspection of the cost of legal fees across the criminal justice system; and
- a thematic inspection to assess how the criminal justice system deals with domestic violence.

## Inspection programme 2010-12

In the period 2010-12, CJI currently (and provisionally) proposes to conduct the following inspections:

### PSNI

- An inspection of PSNI Operational Training;
- an inspection of PSNI Call Management arrangements;
- an inspection of PSNI workforce modernisation;
- an inspection of PSNI Specialist Training;
- an inspection on reducing police bureaucracy; and
- an inspection of PSNI Corporate Governance.

### NICtS

- An inspection of Legal Services Commission Corporate Governance;
- an inspection to assess the adequacy of the NICtS estate; and
- an inspection of NICtS Corporate Governance.

### PBNI

- An inspection of Probation Pre-Sentence Reports.

### NIPS

- An unannounced inspection of a prison.

### Thematic Inspections

- An inspection to evaluate the joint PBNI/YJA work with young offenders;
- a thematic inspection of how victims and witnesses are dealt with by the criminal justice system;
- a thematic inspection to determine how best practice is shared across the criminal justice system;
- a thematic inspection to determine how the criminal justice system manages demographic change;
- a thematic inspection to assess youth offending interventions;
- a thematic inspection to assess the business benefits delivered through the Causeway IT system;

- a thematic inspection to assess the effectiveness of criminal justice system disposals;
- a thematic inspection of securing attendance at Court;
- a thematic inspection on reducing re-offending;
- a thematic inspection to assess co-terminosity across the criminal justice system and other public services; and
- a thematic review of the impact of the sentencing framework.

CJI will, in accordance with the inspection methodology, also be carrying out action plan/inspection follow-up reviews on reported inspections. Those planned for 2009-10 form part of the Business Plan for that year.

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 remain ready to adjust its plans as necessary, to accommodate additional demands.

# Communication

CJI REGARDS effective communication as one of the key areas which will enable the Inspectorate to successfully deliver its inspection agenda.

## **Communication with inspected organisations**

CJI is committed to developing existing communication with the agencies that fall under its inspection remit. This is an essential element of its work as it is through effective communication and engagement with each of these organisations, that CJI can secure support for the recommendations made within its inspection reports to enhance the effectiveness and efficiency of the criminal justice system.

## **Partnership working**

The Inspectorate is committed to working in partnership and drawing on the expertise provided by colleagues from other Inspectorates when it would further enhance the quality of its inspection work. Maintaining and developing existing and new

communication channels will ensure CJI can benchmark its inspection findings against best practice in other jurisdictions. This will enable the Inspectorate to maintain the integrity, professional standard and value of its inspection work.

## **Community engagement**

It is essential CJI communicates widely and effectively with the community in Northern Ireland to ensure it understands the concerns of the people of Northern Ireland, and can reflect these concerns in its inspection programme. The Inspectorate endeavours to listen and engage with the community through community outreach and inspection activity, and accepts all suitable invitations to seminars, conferences and to community groups. CJI uses its annual Stakeholder Conference to bring together and engage directly with representatives of the community, voluntary and statutory sectors involved in the criminal justice system. The conference is used to open up communication channels and promote dialogue and discussion both around the issues facing the criminal justice system and CJI's proposed inspection

programme. As part of its engagement activity, CJI regularly meets with political representatives from all parties and other opinion formers in Northern Ireland.

### **Building public confidence**

As an independent, impartial Inspectorate CJI has a central role to play in the accountability arrangements for the criminal justice system in Northern Ireland. The Chief Inspector and Deputy Chief Inspector lead in communicating the work of CJI, by drawing attention to the findings and recommendations contained in its reports. They also endeavour, where possible, to increase public confidence in the criminal justice system by highlighting areas of excellence and good practice within and between the criminal justice agencies and members of the voluntary and community sector.

### **Openness and transparency**

CJI communicates the findings of its inspections to the community and stakeholders from across the criminal justice system through its published inspection reports, its website and through its newsletter *The Spec*. All material published by CJI is available in a printed format. Electronic copies are made available on the CJI website – [www.cjini.org](http://www.cjini.org).

# Finance

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

<b>2009-10</b>	<b>2010-11</b>
£1.525 million	£1.561 million

# 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 current Chief Inspector, Dr Michael Maguire, was appointed by the Secretary of State in September 2008, and is accountable through them to Parliament, to inspect or ensure the inspection of all aspects of the criminal justice system.

## **Corporate accountability**

The status of the Office of Chief Inspector is that of an Executive Non-Departmental Public Body (NDPB) administered through the Northern Ireland Office. The Accounting Officer's responsibility is delegated from the Permanent Secretary of that Department to Brendan McGuigan, Chief Executive and Deputy Chief Inspector. He is accountable to the Chief Inspector for the effective and efficient control and resourcing of the Office.

## **Executive control**

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

## **Audit committee**

An Audit Committee fitting for an organisation the size of CJI has been established. It is chaired by an independent chairman, Dr Willie McCarney. The Northern Ireland Office and the Northern Ireland Audit Office also attend the Audit Committee meetings in observer status.

## **Annual report and accounts**

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 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; and
- risk appetite.

Management of risk is the responsibility of all staff in the organisation, and the whole team is involved in identifying potential risks to the organisation's ability to deliver its objectives.

The key risks currently identified for CJI are set out in the Business Plan for 2009-10 (pages 32 and 33).



# How we work



**PART TWO:**  
**business**  
**plan**

# 2009-10 Business Plan Objectives and targets

THIS BUSINESS Plan covers the period 1 April 2009 - 31 March 2010. Performance against the objectives and targets outlined in this Business Plan will be accounted for in the 2009-10 Annual Report.

## Objectives for 2009-10

The strategic aims and objectives of CJI are described in the Corporate Plan. The specific objectives and targets for 2009-10 are as follows, which aim to be completed unless otherwise stated, by the end of the financial year.

## Inspections and Action Plan/Inspection Follow-Up Reviews

- Conduct all the inspections and thematic reviews listed to an acceptable<sup>3</sup> standard, to time and to budget.
- Conduct all the action plan/inspection follow-up reviews listed within six months of the date one year after publication of the inspection report, unless otherwise agreed.

## Communication

- Enhance political awareness of CJI's work.
- Inform stakeholders about the work CJI has carried out through its inspection programme.
- Increase understanding of CJI's contribution to the criminal justice system among the agencies it inspects.
- Run a successful annual Stakeholder Conference in January 2010.

## Management

- Obtain a clean audit certificate from the Comptroller and Auditor General.
- Ensure appropriate staff development opportunities are identified and pursued.

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<sup>3</sup> 'Acceptable' means acceptable to the Secretary of State or the Attorney General and approved for publication.

## Targets

- 90% of inspections and thematic reviews to be forwarded to the Minister for permission to publish within time.
- 90% of single-agency inspection reports (but not thematics<sup>4</sup>) to be published with agreed action plans.
- 75% of inspections and thematic reviews started in 2009-10 to be reported to the Chief Inspector by 31 March 2010.
- No complaints against Inspectors upheld in the course of the year.
- Provide summaries of key messages in CJI reports and action plan/inspection follow-up reviews to all political representatives at the Northern Ireland Assembly.
- Accept suitable invitations to speak at seminars and conferences and to community groups.
- Publish four editions of CJI's newsletter The Spec.
- Publish 20 inspection reports and action plan/inspection follow-up reviews in print and electronic formats.
- Provide 20 summaries of key messages of CJI reports and action plan/inspection follow-up reviews to stakeholders on CJI's database.
- Identify and develop opportunities to broaden CJI's stakeholder base.
- Disseminate as widely as possible all CJI reports and other publications.
- Produce an overview of Stakeholder Conference proceedings.
- Complete the establishing of protocols between CJI and the main criminal justice agencies it inspects.
- Obtain external validation for the working of the Inspectorate by achieving ISO 9000 and Investors in People (IiP) accreditation.
- Publish the Annual Report for 2008-09 by 30 November 2009.
- All staff to undertake relevant training matching their individual needs in the course of the year.

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<sup>4</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.

## 2009-10 Inspection Programme

Inspection	2009									2010		
	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Vulnerable Prisoners			X	X	X							
PSNI Training Strategy		X	X									
PPS Corporate Governance						X	X	X				
Youth Diversion			X	X	X							
Causeway				X	X							
Avoidable Delay		X										
Review of Legal Services Commission						X						
PPS/PSNI Interface				X	X	X	X					
PSNI Customer Service											X	X
Court Custody and Prisoner Transportation							X	X	X			
Cost of Legal Fees									X	X	X	X
Parole Commissioners Corporate Governance		X	X									
Domestic Violence									X	X	X	X
West Belfast Community Safety Forum				X								
Community Based Restorative Justice Schemes		X						X				
Magilligan Prison												X
PSNI Public Protection Units			X									
NIPS Corporate Governance											X	X
Unannounced Inspection of JJC												
Unannounced Inspection of Approved Premises												

The chart shows the provisional phasing of the proposed work programme for 2009-10, which is listed in the Corporate Plan. 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 2009.

### **Action Plan/Inspection Follow-Up Reviews**

In accordance with its inspection methodology, CJI will be conducting the following action plan/inspection follow-up reviews in 2009-10:

- Hate Crime;
- The Handling of Complaints;
- DoE Enforcement Agencies;
- Roads Policing;
- Youth Conference Service;
- Belfast Harbour Police; and
- Royal Mail.

## Engagement with other Inspectorates

CJI WILL be working with HM Inspectorate of Prisons on the inspection of Magilligan Prison. This inspection will also involve the Education and Training Inspectorate (ETI) and the Regulation and Quality Improvement Authority (RQIA).

ETI will also be involved in an advisory capacity on the PSNI Training Strategy inspection and the thematic inspection of Youth Diversion.

HM Inspectorate of Constabulary (HMIC) will be assisting CJI on the inspections of the PSNI's Public Protection Units, Training Strategy and Customer Service.

HM Crown Prosecution Service Inspectorate will assist in the thematic inspection of the Cost of Legal Fees across the criminal justice system, and on the thematic inspection of the interface between the PSNI and the PPS.

CJI is currently developing a protocol with the Northern Ireland Audit Office (NIAO) to secure their assistance and advice in many of the planned inspections.

The relationship with the Chief Inspector of An Garda Síochána Inspectorate will be maintained and areas of mutual interest will be explored.

CJI will refund the cost of visiting Inspectors where possible and have made budget provision for that purpose in 2009-10.



## Budget and staffing

CJI's budget for 2009-10 is as follows:

	<u>£'000</u>
Salaries etc	£900,000
Other staff costs	£ 90,000
External staff costs	£191,000
Accommodation, furnishing and equipment	£260,000
Non cash	£ 84,000
<b>TOTAL</b>	<b>£1,525,000</b>

The staff complement of the organisation is shown on page 14.

## Risk management within CJI

CORPORATE GOVERNANCE has been firmly established within CJI. It includes the system by which the Inspectorate directs and controls its functions and how it relates to its stakeholders. In essence, this influences the way in which CJI manages its business, determines strategy, and develops plans and objectives that are designed to improve performance and public confidence in the criminal justice system.

Risk management is a key element of the CJI corporate governance framework which helps to ensure objectives are more likely to be achieved in a controlled manner. CJI has in place a risk management policy and risk register which is reviewed on a quarterly basis.

The current risk analysis has examined a wide range of possible threats/risks to the Inspectorate. These include:

- risks to staff;
- political and reputational risks;
- risks to infrastructure (including IT); and
- risk of financial loss or impropriety.

These risks have been assessed in terms of the likelihood of occurrence and the possible impact on operations and plans. Control mechanisms have been developed to manage the risks and minimise possible disruption to the Inspectorate's operations.

The main risks in practice (shown in more detail in Table One) 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 the agencies:**

The danger that agencies may fail to offer reasonable co-operation and that CJI may get into 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 developed plans with the participation of all staff, to reduce or negate the impact.

**Table One:** Category and nature of risks with potential to impact on CJI operations.

Category of Risk	Nature of Risk
<b>1. CJI Infrastructure</b>	<ul style="list-style-type: none"> <li>• Loss of building/associated facilities for a sustained period.</li> <li>• Failure to comply with health and safety requirements.</li> <li>• Breaches of accommodation and/or systems security.</li> <li>• CJI IT system collapses or network is unavailable.</li> <li>• Litigation risks.</li> <li>• Changes in legislation/devolution.</li> <li>• Ineffective information/communication management.</li> </ul>
<b>2. Resources</b> <b>(a) Human</b>  <b>(b) Financial</b>	<ul style="list-style-type: none"> <li>• Lack of succession planning and the danger of losing key staff, with the associated loss of skills and CJS experience.</li> <li>• Lack of development and career opportunities within CJI.</li> <li>• Poor level of staff morale.</li> <li>• Staff absence/loss of key staff (Inspection and Business Support).</li> <li>• Insufficient budget to deliver needed inspection service.</li> <li>• Ineffective financial management and housekeeping.</li> </ul>
<b>3. Negative impact on reputation of CJI:</b> <ul style="list-style-type: none"> <li>• breach of confidence;</li> <li>• political perception;</li> <li>• probity/integrity; and</li> <li>• professionalism.</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient support and buy-in from agencies.</li> <li>• Loss of goodwill with members of the Criminal Justice Board and wider criminal justice system.</li> <li>• Lack of political understanding and support of the Inspectorate’s aims and objectives.</li> <li>• Lack of public confidence in CJI’s work and remit.</li> <li>• CJI seen as partisan in its approach.</li> <li>• Inspectorate’s reports and recommendations not viewed as adding value to improve performance within the criminal justice system.</li> </ul>
<b>4. Working relationships with criminal justice agencies (CJAs) and the voluntary and community sector</b>	<ul style="list-style-type: none"> <li>• CJAs become unco-operative and do not effectively engage within the inspection process.</li> <li>• Report clearance becomes protracted and causes delay.</li> <li>• Lack of awareness of aims/objectives/vision of CJI.</li> <li>• Voluntary and community-based organisations may be unwilling to engage with the Inspectorate, impeding CJI’s programme of outreach.</li> <li>• CJI viewed as bureaucratic/remote and not independent of Government.</li> </ul>
<b>5. Inspection Process</b>	<ul style="list-style-type: none"> <li>• Lack of professional approach could result in poor quality of inspection and report.</li> <li>• Poor project management of inspections could reduce impact and appropriateness of recommendations.</li> <li>• CJI receives adverse comment and publicity with potential loss of credibility.</li> </ul>









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