

Annual Report and Accounts

2009-10

Criminal Justice Inspection
Northern Ireland
a better justice system for all



Criminal Justice Inspection Northern Ireland

Annual Report and Accounts

2009-10

Criminal Justice Inspection Northern Ireland Annual Report and Accounts 2009-10 together with the Certificate and Report of the Comptroller and Auditor General.

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CHIEF INSPECTOR'S REPORT



Dr Michael Maguire.

It is a pleasure to present my second Annual Report and Accounts as Chief Inspector of Criminal Justice in Northern Ireland.

2009-10 has been an extremely busy year for Criminal Justice Inspection Northern Ireland (CJI) during which we completed 15 inspection reports and six action plan/inspection follow-up review studies. The inspection work touched on all aspects of the criminal justice system from policing and the prosecution service to the court service, prison service and probation. In addition, we considered a number of organisations in the restorative justice area. I was also asked to undertake a peer review of Her Majesty's Crown Prosecution Service Inspectorate (HMCPsi).

During the year we finalised our Corporate Plan and this provided an opportunity to confirm the objectives of CJI and the purpose of the work that we undertake. It was fitting that the launch of the Corporate Plan was undertaken at Parliament Buildings, Stormont, under the sponsorship of the justice spokespersons of the main political parties. 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 outcomes for and treatment of, users of the criminal justice system; and
- work in partnership to deliver a high quality, independent and impartial inspection programme.

These objectives underpin the inspection programme and provide the basis upon which our inspection work should be considered.

In relation to policing, April 2009 saw the publication of CJI's inspection report on Policing with the Community. The work was undertaken in partnership with Her Majesty's Inspectorate of Constabulary (HMIC). In 1999 the Patten Report recommended that community policing was "... the police working in partnership with the community; the community thereby participating in its own policing; and the two working together, mobilising resources to solve problems affecting



public safety...” . This vision remains as relevant today as it was then. The inspection was a comprehensive assessment of the progress made by the Police Service of Northern Ireland (PSNI) in the delivery of the Patten Report recommendations.

The conclusions drawn from the inspection were that while noting the progress made, the PSNI had significant challenges ahead to implement the critical dimensions of community policing – that policing with the community was not yet regarded as the core function of every police officer in Northern Ireland. Call management was identified as a particular area of concern. The inspection team undertook a significant consultation programme across Northern Ireland and was reassured that local communities wanted to engage with the police and have a police service that was both visible and accessible. The implementation of community policing remains a critical strategic issue for the PSNI.

A review of Police Custody arrangements found that custody services were of an acceptable standard, although value for money issues were identified around the role of Forensic Medical Officers. CJI also inspected the PSNI Training Strategy and its linkages to the overall objectives for policing in Northern Ireland which put simply, are *“to keep people safe and prevent crimes taking place in the first place”*. We found that much work had been done in relation to the development of a training strategy, particularly with regard to the development of the Police College. We did however, find some gaps in the strategy in terms of coverage and in the governance and co-ordinating arrangements.

Turning to the Public Prosecution Service for Northern Ireland (PPS), we completed a follow-up inspection review in association with Her Majesty’s Crown Prosecution Service Inspectorate (HMCPSI) - which was published in June 2009. The inspection review noted the progress that had

been made by the PPS since the Inspectorates baseline inspection of the PPS was published in 2007. The inspection review found that most progress had been made in those areas relating to the core work of the PPS; for example, substantial progress has been made in relation to the quality of instructions given to Counsel. There was scope for considerably more progress in relation to how the PPS communicates its reasons for directing 'no prosecution' to victims or their representatives. In addition, the inspection review noted that further work was required to implement the business improvement agenda identified in the baseline inspection (for example, in relation to case management and business process change).

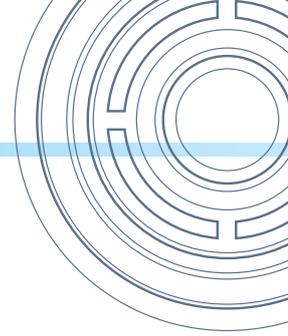
A particular area of CJI activity in 2009-10 related to the Northern Ireland Prison Service (NIPS). A report in June 2009 on Prison Staff Training and Development, noted a significant disconnect between the strategic intent of the Prison Service and the focus of operation training. It concluded that much remained to be done in changing the role of the prison officer.

In addition, we also carried out - in association with Her Majesty's Inspectorate of Prisons (HMIP) - an unannounced inspection of Maghaberry Prison. The inspection found that the Prison was not performing well in any of the healthy prison tests, and was assessed as 'performing poorly' in two of the four tests; safety and purposeful activity. The inspection also found that 54% of the recommendations made in the previous inspection, had not been achieved, including seven of the 11 main recommendations.

We concluded that the current situation in Maghaberry Prison could not be allowed to continue and called for stronger governance and accountability arrangements, and improved working practices.

Our prison work continued with an inspection of the treatment of vulnerable prisoners within the NIPS. I was asked to undertake the inspection by the then Minister for Criminal Justice, the Rt. Hon. Paul Goggins MP, to consider the extent to which the NIPS had implemented the recommendations arising out of the Prisoner Ombudsman's Report into the death of Colin Bell in 2008. The inspection, which was published in December 2009, noted that the Prison Service had worked to address negligence and operational failures arising out of the death of Colin Bell, but concerns remained about the regime for vulnerable prisoners in Maghaberry Prison. There continued to be a disconnect between the stated intent of the Prison Service to achieve real change, and the capacity to deliver this change at an operational level.

A more positive assessment was made of the Community Service Scheme operated by the Probation Board for Northern Ireland. The inspection, published in March 2010, found that the work undertaken under Community Service Orders was positive, socially useful and of benefit to the community. CJI concluded that while the scheme was well managed against Northern Ireland Standards, there was a need to improve the effectiveness of the scheme in terms of its direct impact on offenders. Nonetheless, the



Community Service Scheme made an important contribution to the reduction of re-offending in Northern Ireland.

I was pleased to learn through the follow-up studies that significant improvements had been made across a number of areas since previous inspections had taken place. In particular, the inspection of Forensic Science Northern Ireland (FSNI) found that the organisation was emerging with a renewed focus on delivering an effective forensic service. In addition, we found that the PSNI had made significant progress on delivering recommendations on the Handling of Volume Crime and the Use of Police Bail. We also found that significant progress had been made in implementing the recommendations arising from our inspection of Scientific Support Services within the PSNI. A follow-up inspection was also carried out on the work of the Coroners Service within the Northern Ireland Court Service (which subsequently became the Northern Ireland Courts and Tribunals Service following devolution). The follow-up review noted the significant progress that had been made in relation to meeting the recommendations made in a previous study. The service provided to bereaved relatives was seen to be particularly good.

Outside the main justice organisations we also carried out a number of studies in the restorative justice/community initiatives arena. This work is relatively new in Northern Ireland and is constantly evolving. CJI's work on the West Belfast Community Safety Forum showed it had made a positive contribution to the delivery of a

safer community. Looking to the future, we noted it was important not to duplicate the work of others in this area and to develop a collaborative and joined up approach at a local level. We also noted the positive work being undertaken by Northern Ireland Alternatives. As we move forward, finding effective ways of linking the justice system to local communities, supported by effective community policing, will become increasingly relevant.

An important component of our work during 2009-10 has been in relation to thematic inspections that cut across more than one justice organisation. CJI is particularly well placed to undertake work of this type as we are a truly integrated Inspectorate. These pieces of work covered a range of areas from the management of life sentence prisoners, to the implementation of Section 75 of the Northern Ireland Act 1998, the treatment of people with mental health issues, the use of consultants and the enforcement of fines.

I would highlight in particular the inspection of the treatment of people with mental health problems entitled '*Not a Marginal Issue*' as it illustrated the significance of the problem across the justice system. The inspection demonstrated that the treatment of people with mental disorders presents enormous challenges to the justice system. There was a clear need to improve the services provided to those with mental health issues. The inspection argued for the need to divert people away from custody whenever appropriate, as prisons generally make mental health issues worse. For those who are

imprisoned, the quality of care within the system needs to be improved. We recommended greater collaboration between justice agencies to provide a more connected service and a stronger relationship between the justice system and the health service.

The need to improve the ways in which justice organisations work together was an important theme arising from our thematic work. While the justice system may operate as a series of independent organisations, this is not how it is perceived by those who come into contact with it. There can be a degree of unnecessary tension between organisations that undermine attempts to collaborate and develop joint working. Getting the working relationship right between police and prosecution, between courts and prosecution, prisons and probation would significantly improve the overall service provided. There is a risk that an entirely appropriate focus on ‘professional boundaries’ would be at the expense of service delivery. I shall return to this theme in 2010-11.

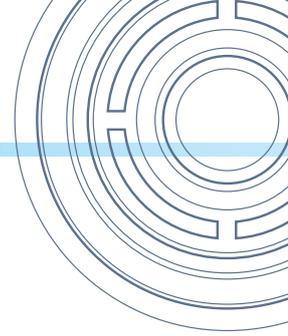
Looking back over the year, our work has also highlighted the problems facing the NIPS as it continues to evolve into a more modern organisation. At a strategic level, our work on the enforcement of fines, community service orders and mental health shows there are opportunities to reduce the number of people going to prison, where this is appropriate. This requires a joined-up approach by justice organisations and collaborative working with other areas, such as the health service. An approach of this type would relieve the pressures on the Prison Service, and provide a basis for a more effective regime on

the reduction of re-offending within each establishment, thereby increasing public protection.

When we consider the aims and objectives of justice organisations I do not get a sense that there is a lack of clarity about what needs to be done. Across the system, there are some excellent insights into what is required to move the justice system forward. A problem can exist in turning this strategic insight into reality on the ground. Processes too often can triumph over outcomes at the expense of the victim who remains disconnected from the justice system, the community frustrated by anti-social behaviour, or the prisoner locked up for too long in a cell. A focus on better outcomes is likely to be the case as politicians look for the ‘devolution difference’.

It is a necessary conclusion that the work of the Inspectorate reflects the state of the justice system as it exists today. Parts of it work very well, while other areas require improvement. The body of CJI’s work in 2009-10 points to some of the real challenges facing the justice system as it moves into a devolved setting. They include:

- the need to improve community policing;
- the need for prison reform and to focus more on reducing re-offending;
- the need to improve how the justice system engages with victims and witnesses;
- the need to reduce delay in the justice system; and
- the importance of proper governance, leadership and accountability in delivering real change.



These are issues to which we will return.

Through the year I had regular and constructive meetings with the then Criminal Justice Minister the Rt. Hon. Paul Goggins MP. I look forward to working with the new Minister of Justice and the Northern Ireland Assembly under a devolved setting.

Finally, I would like to express my thanks to all the organisations that CJI has worked with in the past year. I would also like to express my thanks to the team within CJI. The body of work that has been delivered shows real commitment to the objectives of the organisation and what it is trying to achieve.

Dr Michael Maguire

Chief Inspector of Criminal Justice
in Northern Ireland

23 June 2010

MANAGEMENT COMMENTARY



Brendan McGuigan.

Background information

The Office of the Chief Inspector of Criminal Justice in Northern Ireland was established as an executive Non-Departmental Public Body under s.45 of the Justice (Northern Ireland) Act 2002.

The first Chief Inspector was appointed by the Secretary of State for Northern Ireland in August 2003, to inspect or ensure the inspection of all aspects of the criminal justice system, other than the courts, and to contribute in a significant way to the effective and efficient running of the criminal justice system, while helping to guarantee that it functions in an even-handed way. The courts were initially omitted from the organisation's inspection remit, but were added following legislative change in 2007. The current Chief Inspector was appointed on 1 September 2008.

CJI went live in October 2004 and since that time, it has conducted a programme of inspections which were agreed annually with the Secretary of State for Northern Ireland. Following the

devolution of policing and justice matters to the Northern Ireland Assembly on 12 April 2010, responsibility for agreeing CJI's inspection programme passed to the Minister of Justice for Northern Ireland.

Devolution of policing and justice functions

On 9 March 2010, the political parties in Northern Ireland agreed that policing and justice functions should devolve to the Northern Ireland Assembly on 12 April 2010. During the period up to the date of devolution, Criminal Justice Inspection Northern Ireland complied with the corporate governance and accountability framework arrangements issued by the Northern Ireland Office, and also the guidance issued by HM Treasury, including Managing Public Money.

The Annual Report and Accounts of Criminal Justice Inspection Northern Ireland for the year ended 31 March 2010 relate entirely to the period before devolution, and will be laid in Parliament.



References continue to be made in this report to the Northern Ireland Office as the parent Department during the reporting period. Further details are contained in note 16 on page 78.

When policing and justice functions in Northern Ireland were devolved to the Northern Ireland Assembly on 12 April 2010, the Department of Justice was established as a new Northern Ireland Department by the Department of Justice Act (Northern Ireland) 2010.

From this date, CJI became an executive Non-Departmental Public Body of the Department of Justice. As such, it now complies with the corporate governance and accountability framework agreements issued by the Department of Justice, including Managing Public Money Northern Ireland.

The Annual Report and Accounts for the years ended 31 March 2011 onwards will be laid in the Northern Ireland Assembly.

Remit of Criminal Justice Inspection

Criminal Justice Inspection Northern Ireland has a remit to inspect a wide variety of organisations and bodies under s.46 of the Justice (Northern Ireland) Act 2002, and as amended by s.45 of the Justice and Security (Northern Ireland) Act 2007.

Inspections must be carried out by CJI in relation to these bodies or organisations unless the Inspectorate is satisfied they are subject to a satisfactory inspection regime. Organisations which fall within CJI's remit include:

Core criminal justice organisations

- The Police Service of Northern Ireland;
- The Public Prosecution Service for Northern Ireland;
- The Northern Ireland Prison Service;
- The Probation Board for Northern Ireland;
- The Youth Justice Agency of Northern Ireland;
- The Northern Ireland Courts and Tribunals Service (formerly the Northern Ireland Court Service);

- The Office of the Police Ombudsman for Northern Ireland;
- Forensic Science Northern Ireland;
- The State Pathologist's Department;
- The Compensation Agency for Northern Ireland;
- The Northern Ireland Legal Services Commission;
- Parole Commissioners for Northern Ireland;
- Community-based restorative justice schemes; and
- Probation and Bail hostels (Approved Premises).

The remit of the Inspectorate however goes wider than these core agencies. It includes other organisations and bodies with a regulatory/prosecutorial role which interface to a greater or lesser degree with the criminal justice system. They include:

- The Northern Ireland Child Maintenance and Enforcement Division;
- Health and Social Service's Board and Trusts;
- The Department of Enterprise, Trade and Investment;
- The Department of the Environment;
- Health and Safety Executive for Northern Ireland;
- The Northern Ireland Social Security Agency;
- Royal Mail Group;
- Belfast International Airport Ltd;
- Belfast Harbour Commissioners; and
- Larne Harbour Ltd.

CJI's 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.

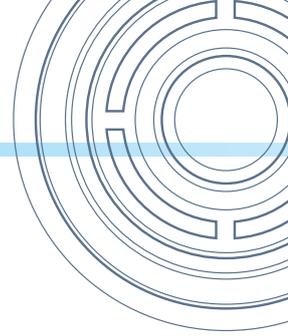
A justice system that can do these things is the foundation for a peaceful and cohesive community and is a prerequisite for health and prosperity.

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.

CJI's Values

The Inspectorate's values are summed up as:

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



CJI's 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.

CJI's Aims

CJI contributes to the Government's aims for the criminal justice system by improving public confidence in the 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.

During 2009-10, CJI's formal accountability was to the Secretary of State for Northern Ireland. Following the devolution of policing and justice matters on 12 April 2010, accountability transferred to the new Minister of Justice for Northern Ireland.

CJI's Objectives

CJI's objectives 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, CJI 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 reviews/inspection follow-up reviews each year in consultation with the Secretary of State and the Attorney General for Northern Ireland, and following the devolution of policing and justice matters, with the Minister of Justice;
- present inspection reports to the Secretary of State and, on the devolution of policing and justice matters, to the Minister of Justice;
- 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.

Performance against CJI's objectives and targets for 2009-10

In this section, CJI reports on progress against its objectives and targets for the 2009-10 financial year as listed in its Business Plan. They are divided into three areas: Inspections and Action Plan Reviews/Inspection Follow-Up Reviews; Communication and Management.

Inspections and Action Plan Reviews/Inspection Follow-Up Reviews

Objective

Conduct all the inspections and thematic reviews listed to an acceptable¹ standard to time and to budget.

Targets

No complaints against Inspectors to be upheld in the course of the year; 90% of inspections and thematic reviews to be forwarded to the Minister for permission to publish within time; 75% of inspections and thematic reviews started in 2009-10 to be reported to the Chief Inspector by 31 March 2010; and 90% of single-agency inspection reports (but not thematics²) to be published with agreed action plans.

Outcomes

No complaints were made against Inspectors in the course of the year. Out of 20 inspections planned for 2009-10, five were completed. Eight inspections commenced before the end of the financial year and a further two were deferred by agreement with the relevant criminal justice agencies. In addition, a further two inspections

were amalgamated into other inspections and two were delayed due to the changes anticipated by the devolution of policing and justice matters (which subsequently occurred on 12 April 2010). The final inspection planned for 2009-10 did not commence before the end of the financial year and will be carried forward into the 2010-11 inspection programme. In addition, 12 further inspection reports, which were brought forward from previous inspection programmes were published during 2009-10. In total, CJI published 15 full inspections during the financial year. A total of 75% of inspections commenced in 2009-10 were reported to the Chief Inspector (10 of 15 inspections listed in the 2009-10 Inspection Programme). Agencies provided action plans in 50% of all single-agency inspection for publication alongside the inspection report during 2009-10. A further three action plans were provided by agencies subsequent to publication of the inspection report and these were published on CJI's website – www.cjini.org.

Objective

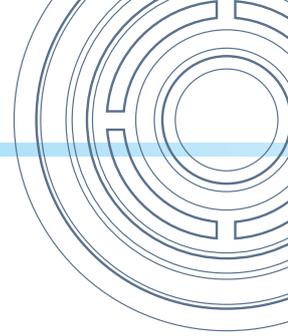
Conduct all action plan reviews/inspection follow-up reviews listed within six months of the date one year after publication of the inspection report, unless otherwise agreed.

Outcomes

Six action plan reviews/inspection follow-up reviews were completed within 2009-10 and a further review was deferred by agreement. A further two reviews listed in the 2009-10 Business Plan had commenced shortly before the end of the financial year, with the remaining one review scheduled to commence in May 2010.

1 Acceptable means acceptable to the Secretary of State or the Attorney General for Northern Ireland and approved for publication having attracted no agency complaints regarding the conduct of Inspectors. Following the devolution of policing and justice powers on 12 April 2010, the standard of acceptability transferred to the Minister of Justice for Northern Ireland.

2 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.



Communication

Objective

Enhance political awareness of CJI's work.

Target

Provide summaries of key messages in CJI reports and action plan reviews/inspection follow-up reviews to all political representatives in the Northern Ireland Assembly.

Outcomes

During 2009-10, summaries of the findings of CJI's inspection were included in the Inspectorate's newsletter *The Spec* which is circulated to all Members of the Legislative Assembly. Political representatives in attendance at the 2010 CJI Conference also received a copy of a summary document outlining the key messages from all inspection reports published up until the date of the conference. CJI also took the opportunity to launch its 2009-12 Corporate Plan and 2009-10 Business Plan at a lunchtime event in the Long Gallery at Parliament Buildings, Stormont Estate. The event was co-sponsored by Stephen Farry MLA, Basil McCrea MLA, Dawn Purvis MLA, Dolores Kelly MLA, Alex Maskey MLA, and Ian Paisley Jnr MLA.

Objective

Inform stakeholders about the work CJI has carried out through its inspection programme.

Targets

Accept suitable invitations to speak at seminars and conferences and to community groups; publish 20 inspection reports and action plan/inspection follow-up reviews in print and electronic formats; and publish four editions of CJI's newsletter *The Spec*.

Outcomes

During the 2009-10 financial year, senior management within CJI accepted four invitations to speak at conferences/seminars and to address senior management within the criminal justice agencies. CJI also played a major part in a symposium organised by the then Criminal Justice Minister which looked at the issue of mental health and the criminal justice system in Northern Ireland. The symposium was attended by Lord Bradley and key representatives from the criminal justice and health sectors in Northern Ireland. CJI also published a total of 21 inspections/inspection follow-up reviews in print and electronic format and three copies of *The Spec* during the financial year.

Objective

Increase understanding of CJI's contribution to the criminal justice system among the agencies it inspects.

Targets

Identify and develop opportunities to broaden CJI's stakeholder base; disseminate as widely as possible all CJI reports and other publications; and publish 20 summaries of key messages of CJI inspection reports and action plan reviews/inspection follow-up reviews to stakeholders on CJI's database.

Outcomes

In 2009-10 CJI's inspection work received coverage in a wide range of publications including the NPIA Digest and Jane's Police Review. We took opportunities to disseminate the findings of CJI's inspections to criminal justice agency staff via internal magazines. In addition, CJI took the step of inserting literature in political party conference packs where an opportunity to do so was available. A summary document including the key messages contained within

21 CJI reports was made available to delegates attending the 2010 CJI Stakeholder Conference was subsequently published on the CJI website - www.cjini.org - and made available to members of the Northern Ireland Affairs Committee.

Objective

Run a successful annual Stakeholder Conference in January 2010.

Target

Produce an overview of Stakeholder Conference proceedings.

Outcome

CJI's 2010 Conference attracted the largest number of delegates to date with over 160 representatives from the criminal justice agencies, voluntary and community sector and political party representatives in attendance. Information relating to the conference was also uploaded to the CJI website. CJI will publish a full overview of the Conference proceedings in the 2010 -11 financial year.

Management

Objective

Obtain an unqualified audit certificate from the Comptroller and Auditor General.

Targets

To obtain an unqualified audit certificate from the Comptroller and Auditor General; and to publish the Annual Report and Accounts for 2008-09 by 30 November 2009.

Outcomes

CJI obtained an unqualified audit certificate from the Comptroller and Auditor General in December 2009 in respect of the 2008-09 financial statements. The certificate was incorporated into

the 2008-09 Annual Report and Accounts which were published in February 2010.

Objective

Ensure appropriate staff development opportunities are identified and pursued.

Target

All staff to undertake relevant training matching their individual needs in the course of the year.

Outcome

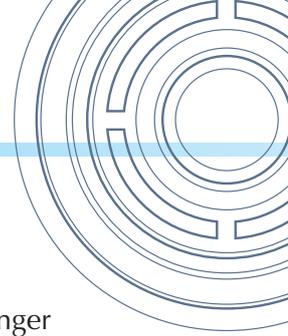
In the last financial year, 13 out of 16 CJI staff undertook an average of 5.3 days training. One member of staff did not undertake any training due to long term ill health absence. A further member of staff was engaged part-time in a degree course at the University of Ulster, Jordanstown which has not been included in the average figure. Also excluded from the average figure was one member of staff who was awarded a fellowship by the Fulbright Commission and was placed in the University of Minnesota, USA for a period of 13 weeks between January and April 2010.

All training, the degree course, and the Fulbright fellowship were linked to the role of the individual within the organisation and their contribution to organisational objectives.

Reports and Accounts

I am also the Accounting Officer for the organisation. As such, I have responsibility for the preparation of accounts and maintaining a sound system of internal control that supports the achievement of CJI's policies, aims and objectives while safeguarding the public funds and CJI's assets for which I am personally responsible.

I must also prepare a Statement of Account in each financial year in the form directed by the



Secretary of State³. The Statement of Account must be submitted to the Secretary of State and the Comptroller and Auditor General.

The details of remuneration of senior management are set out in the remuneration report which can be found on page 52 to 55.

Disclosure to Auditors

As Accounting Officer, I am not aware of any relevant audit information of which CJI's auditor is unaware. I have taken all reasonable steps to make myself aware of any relevant audit information and to establish that CJI's auditor is aware of that information. The accounts are audited by the Comptroller and Auditor General. Total Audit fees for 2009-10 as per the accounts are £9,700. This includes the charge for Trigger Point 4 of the IFRS shadow accounts for 2008-09 of £3,400 and the Audit fees for 2009-10 which were £6,300 (£6,000 in 2008-09).

Principal Risks

CJI has during the 2009-10 financial year, conducted a risk analysis examining a wide range of possible risks to the organisation and to the delivery of its objectives. The risks were reviewed in June 2009 and December 2009 to ensure the risks considered were relevant to the organisation. 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 into protracted debates about draft reports which delay their publication.

- **Relations with the community:** The danger that community and voluntary organisations may be unwilling to engage with CJI.

In each case – including other less likely but potentially damaging risks – CJI has up-to-date plans in place to negate the impact.

Protected Personal Data

A.1 CJI holds names, home addresses including postcodes, mobile telephone numbers and dates of birth for all directly recruited members of staff.

A.2 Bank, financial details, National Insurance Numbers and mother's maiden names are also on file.

The above information is retained on individual Personnel Files which are stored in a security cabinet in a store with a combination lock door.

This information does not leave CJI apart from initial registration with Personnel Services Division in the Northern Ireland Office (and from devolution, Personnel Services Division within the Department of Justice) and Access NI for security clearance.

B. CJI maintains a database in excess of 1,000 names, addresses, postcodes, e-mail and fax numbers of stakeholders/recipients of all CJI publications.

None of this detail is transported outside of CJI.

CJI confirms that during 2009-10 there were no personal data related incidents to report to the Information Commissioner.

³ or, following the devolution of policing and justice powers to the Northern Ireland Assembly on 12 April 2010, as directed by the Minister of Justice.

Accounts Preparation and Financial Position

The accounts for 2009-10 have been prepared on an accruals basis.

The financial position at the year end is set out in the Net Expenditure Account on page 62.

Revenue Grant-in-Aid for the period was £1,427,490 (£1,367,053 in 2008-09) and the Net Expenditure after Cost of Capital Charge was £1,433,191 (£1,429,380 in 2008-09).

Details of the General Reserve and the Revaluation Reserve are given in the Statement of Changes in Taxpayer's Equity on page 65. An amount of £5,899 (£4,431 in 2008-09) was transferred to the Revaluation Reserve. This represents the movement in the valuation of non-current assets in the year.

Prompt Payment

The Office of CJI is committed to the prompt payment of bills for goods and services received in accordance with the Confederation of British Industry's Prompt Payers Code. Unless otherwise stated within the contract, payment is due within 30 days of the receipt of the goods or services, or the presentation of a valid invoice or similar demand. From November 2008, CJI has complied with the Government's 10-working day turnaround for goods/services and invoices.

During the year ended 31 March 2010, 93.62% (97.95% in 2008-09) were paid in this 10-day timeframe.

Pension Liabilities

Details of how pension liabilities are treated can be found in the accounting policy note 1(c) on page 66.

Register of Interests

All staff members are required to provide information on personal or business interests that may be perceived by a reasonable member of the public to influence their judgement in the exercise of their public duty. CJI maintains a Register of Interests which is available for public inspection.

Review of Activities

The aim of CJI's activities is improvement. Its inspections examine the 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;
- 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 and as an aid to 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.

Corporate Ethos

CJI aims 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 aims to be a good employer but a disciplined one. Although the terms and conditions of staff members are basically those of the Northern Ireland Civil Service (NICS), the culture of the organisation is modelled on a modern, knowledge-based business, not a conventional bureaucracy.

The health and wellbeing of staff members is of 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.

Staff members are expected to comply with the standards of conduct laid down by s.4 of the Civil Service Management Code, which sets out in detail the rules governing confidentiality, acceptance of outside appointments and involvement in political activities. Staff members are also expected to adhere to the ethics and principles outlined in the Civil Service Code of Conduct.

Corporate and Social Responsibility

In 2009-10 CJI maintained its recycling policy for non-sensitive paper waste across the organisation. The distribution of inspection reports, follow-up reviews and the Inspectorate's newsletter *The Spec* by electronic means continued for those who had indicated a willingness to receive information in this format.

During 2009-10 CJI also took the decision to nominate a corporate charity for 2010. Staff members were encouraged to suggest charities for consideration and following a thorough discussion at a General Staff Meeting, the Northern Ireland Children's Hospice was selected as CJI's nominated charity. It is CJI's intention to undertake fundraising activity in support of the charity during 2010.

Organisational Structure and Responsibilities

The Chief Inspector of Criminal Justice in Northern Ireland is the head of the organisation and as such, has responsibility for ensuring the Inspectorate carries out a programme of inspection among the criminal justice agencies within its legislative remit.

He has responsibility to report the findings of the Inspectorate's work to the Secretary of State for Northern Ireland and to ensure CJI's reports are laid in Parliament. Following the devolution of policing and criminal justice matters, the Chief Inspector will instead report inspection findings to the Minister of Justice and lay its reports in the Northern Ireland Assembly.

The Deputy Chief Inspector's role is to support the Chief Inspector in the delivery and management of the inspection programme and to deputise for the Chief Inspector in his absence and when otherwise required. The Deputy Chief Inspector is also the Chief Executive and Accounting Officer for CJI. As such, he has responsibility for the day-to-day running of the organisation. He is also responsible for ensuring the relevant responsibilities assigned to him as Chief Executive and Accounting Officer are met. This includes controlling the Inspectorate's budget and monitoring expenditure to ensure the most efficient and effective use of resources.

The Chief Inspector and Deputy Chief Inspector have responsibility for directing and controlling the major activities of the organisation during the year and as such, are the key members of CJI's Senior Management Team. They are assisted in their work by the Finance Officer, Business and Communications Manager, and a representative of the Inspection Team.

While CJI does not have a Management Board, it has an Audit Committee which meets three times a year. The Audit Committee includes two independent members, one of which undertakes the role of chairperson. Representatives from internal and external audit also sit on the committee along with a representative from CJI's sponsor body. Audit Committee meetings are attended by CJI's Chief Inspector, Deputy Chief Inspector, Business and Communications Manager and Finance Officer.

Staffing

CJI had a complement of 15 staff at the start of the financial year. During the course of the year, staffing figures increased to 17, but by the end of the financial year had decreased to 16. This was due to the recruitment of two new Inspectors, the retirement of a seconded member of the Business Support Team and the resignation of an Inspection Support Officer. Further staffing changes occurred with the recruitment of another member of the Business Support Team.

CJI remains committed to developing each member of staff so that all reach their full potential. During 2009-10, all CJI staff undertook an e-training session on information handling. A member of the Inspection Team completed the Institute of Directors Senior Executive Programme and also completed a 13-week Fulbright Fellowship Placement in the University of Minnesota, USA.

Another Inspector attended a conference in preparation for an inspection of Juror Management and British Quality Foundation Excellence event. They also completed update Assessor training for EFQM[®] and participated with a inspection colleague in a training event organised by the PSNI relating to Business Continuity.

A fourth member of the inspection team attended a conference in preparation for follow-up inspection work on Road Policing while a fifth undertook Microsoft Project and PRINCE2 practitioner training.

Two members of staff from CJl participated in training in relation to the implementation of International Financial Reporting Standards (IFRS), while the Inspection Support Officer completed a course on investigative interviewing skills.

The Business and Communication Manager attended a training event on accountability and governance for senior management, while a member of the Business Support Team completed an effective minute taking course and secured a first aid certificate. They also commenced an ECDL computer skills course during the financial year.

The Chief Inspector's Personal Assistant also successfully completed her LCCI Executive Secretary's Diploma.

The Chief Executive has line management responsibility for the Inspection staff, the Inspection Support Officer, Business and Communication Manager and Personal Assistant.

In 2009-10 the average level of staff sickness absence stood at 25.1 days per employee (36.8 days in 2008-09). This figure includes two members of staff who were on long-term sickness absence.

External Communication

During 2009-10, CJl continued its programme of external communication. The publication of the findings of CJl's inspection reports/action plan reviews and inspection follow-up reviews, continued to play a vital role in highlighting the contribution CJl makes to the continued



Brendan McGuigan (centre) pictured with Susan Brew, Crimestoppers, Cllr Elisha McLaughlin, chairperson and Paula Jack PPS following his presentation to Derry DPP on the Policing with the Community inspection.

improvement of the criminal justice system in Northern Ireland.

The publication of inspection reports also provides a valuable opportunity to reinforce with stakeholders and the community, the quality of the work carried out by the Inspectorate and the impartial nature of the inspection process.

The Chief Inspector took a lead role in promoting the work of the Inspectorate and the findings of its inspection reports and action plan reviews/inspection follow-up reviews.

During the last financial year, CJl published a total of 21 inspections and action plan reviews/inspection follow-up reviews. The publication of each report was accompanied by a press release and where appropriate, additional communications activity.

CJl continued to participate in and attend a range of conferences and events linked to criminal justice matters and senior management were pleased to accept a number of invitations to address conferences and seminars.

In April 2009, the Deputy Chief Inspector visited Londonderry/Derry District Policing Partnership (DPP) to brief DPP members on the findings of CJl's report on Policing with the Community, while Bill Priestley from the Inspection Team, gave a presentation to members of the Northern Ireland Policing Board.



Members of the Heads of Inspectorate's Forum pictured outside Hillsborough Castle with the Rt. Hon. Paul Goggins MP, Dr Michael Maguire and Michael O'Higgins.

In June 2009 Criminal Justice Inspection hosted a meeting of 22 high ranking representatives from inspection and oversight bodies from across the United Kingdom at Hillsborough Castle.

The Heads of Inspectorates Forum provided an opportunity for key individuals working in the area of Inspection and oversight to come together and discuss best practice in relation to inspection. It also provided an opportunity for colleagues to learn from each other's experience and discuss the type of meaningful scrutiny and regulation required.

CJI was pleased to welcome as one of its guest speakers the Rt. Hon. Paul Goggins MP, the then Minister of State for Northern Ireland, who gave a Ministerial perspective on how the value of inspection could be maximised.

Delegates also had an opportunity to hear from Michael O'Higgins, Chairman of the Audit Commission who looked at the requirement on inspection bodies to balance the burden of inspection with the need for a risk-based

approach. He also addressed the issue of meeting the conflicting demands of the inspection process while ensuring the integrity of the inspection process was maintained.

The Chief Inspector gave a presentation to the management team of Maghaberry Prison in September and also met with members of the Probation Board for Northern Ireland in October.

At the start of 2010, Dr Maguire was invited to speak at a two-day conference hosted by Queen's University, Belfast on Justice and Devolution. The conference, which was hosted by the School of Law, was attended by criminal justice stakeholders and key opinion formers.

As the end of the financial year approached, Dr Michael Maguire was invited to present an overview of the findings of CJI's inspection report on the treatment of individuals with mental health issues by the criminal justice system in Northern Ireland to a symposium organised by the Northern Ireland Office. The symposium, which was attended by key representatives from the criminal justice agencies and the health sector, was led by the then Criminal Justice Minister the Rt. Hon. Paul Goggins MP.

Also in attendance was Lord Bradley who undertook a review of people with mental health problems or learning disabilities in the criminal justice system in England and Wales.





The event, chaired by CJI's Deputy Chief Inspector, Brendan McGuigan, provided an opportunity for decision makers from both the criminal justice and health sectors, to learn about the unique challenges presented for one another by those experiencing mental health problems and to explore opportunities for co-operation in the future.

Corporate and Business Planning

During the financial year 2009-10, Dr Michael Maguire unveiled his first three-year Corporate Plan for the organisation and the Inspectorate's 2009-10 Business Plan. The document was launched at a lunchtime event in the Long Gallery, Parliament Buildings, Stormont, at the end of June 2009.

The event was attended by senior representatives from the criminal justice system and key personnel from the voluntary and community sector. CJI also secured cross-party support for the event as it was sponsored by Stephen Farry MLA, Dawn Purvis MLA, Alex Maskey MLA, Basil McCrea MLA, Ian Paisley Jnr MLA and Dolores Kelly MLA.

The launch of the Corporate and Business Plan provided a platform for Dr Maguire to outline his vision for the future development of the Inspectorate and the inspection activity he proposed CJI should undertake during 2009-12. This included work within the PSNI, NIPS, YJA, PBNI and NICTS as well as a wide range of cross cutting multi-agency thematic inspections.

The event also enabled the Chief Inspector to highlight the valuable contribution the organisation could make in informing Ministers and elected representatives, of the challenges facing the criminal justice system in the run up to and after the devolution of policing and justice matters.



Dr Michael Maguire and Brendan McGuigan (centre) pictured with MLAs at the launch of CJI's three-year Corporate Plan in June 2009.



Sir Alisdair Fraser, Stephen Farry MLA and Jim Wells MLA in conversation at the launch of CJI's Corporate Plan at the Long Gallery, Parliament Buildings.



Adrian Donaldson, Chief Executive Northern Ireland Policing Board, Ian Paisley Jnr MLA, ACC Duncan McCausland and Brendan McGuigan.

CJI continued its consultative approach to Business Planning when it presented its draft inspection programme to delegates attending the CJI Stakeholder Conference in January 2010. The discussion assisted the Inspectorate in refining the proposed inspection programme as it prepared to submit the programme for Ministerial approval.



Brendan McGuigan, Bernard Hogan-Howe (HMIC), Dr Michael Maguire and outgoing Inspector Ken Williams (HMIC).

Working in partnership

During the 12 months between April 2009 and March 2010, CJI continued to work closely with its partner Inspectorates including Her Majesty's Inspectorate of Prisons, Her Majesty's Inspectorate of Constabulary, Her Majesty's Crown Prosecution Service Inspectorate, Her Majesty's Inspectorate of Court Administration, the Education and Training Inspectorate and the Regulation and Quality Improvement Authority.

The Inspectorate acknowledges the valuable skills, expertise and knowledge colleagues working in other Inspection organisations can bring to CJI's inspection work, especially in relation to benchmarking and identifying best practice.

CJI has also worked closely with recognised experts in the field of policing, training, forensic science and health in relation to specific inspections such as Police Custody, Police Training and Forensic Science in order to enhance its inspection work.

The Chief Inspector and Deputy Chief Inspector also took steps to strengthen the relationship between CJI and Her Majesty's Inspectorate of Constabulary when they met with the new

Inspector of Constabulary, Mr Bernard Hogan-Howe in September 2009. The relationship was further strengthened when members of CJI's Inspection Team engaged with his colleague Carl Heffer in early 2010.

The Chief Inspector and Tom McGonigle from the Inspection Team also met with Judge Michael Reilly, head of the Prisons Inspectorate in Dublin during the course of the year.

In addition, Dr Maguire met with Andrew McLelland from Her Majesty's Inspectorate of Prisons for Scotland during 2009-10.



Pictured following the signing of the first protocol between CJI and the Northern Ireland Audit Office are Brendan McGuigan, Dr Michael Maguire, John Dowdall and Robert Hutcheson.

Political engagement

CJI continued to enjoy a productive and mutually beneficial working relationship with the then Criminal Justice Minister, the Rt. Hon. Paul Goggins MP during the financial year.

MPs and locally elected politicians within the Northern Ireland Assembly continued to receive copies of all CJI's inspection reports and action plan reviews/inspection follow-up reviews during the course of the year.

CJI continued to engage with local representatives and a number of meetings were held with various political parties in 2009-10.

In order to develop the organisation's understanding of the view of each political party in relation to criminal justice matters, CJI staff were again in attendance at local political party conferences.

Stakeholder Conference

CJI's annual conference took place in January 2010. The theme for the event was 'Making Change Happen'.

The event was attended by over 160 delegates from across Northern Ireland's criminal justice agencies, the voluntary and academic sector, and local political parties.

Former broadcast journalist Fearghal McKinney extended a warm welcome to all delegates. Dr Michael Maguire, CJI's Chief Inspector then stepped forward to open the conference.



In his second speech as Chief Inspector, Dr Maguire spoke about the pressures which are likely to come to bear on the criminal justice system in the future. The first, he indicated, would be budgetary as in a future devolved administration budgetary pressures would not go away, and would lead to the way in which services were delivered being challenged.



Panel members who addressed the morning session of CJI's 2010 conference included (from left) PSNI Chief Constable Matt Baggott and Carol Moore (NIO). They are pictured with Dr Michael Maguire and Fearghal McKinney.



Increasing budgetary pressures Dr Maguire indicated would challenge organisations to think about new ways of doing business with existing or indeed, fewer resources.

A second pressure he said would be political as devolution would bring with it greater local accountability within the justice system. The Chief Inspector also highlighted the need for the demand for a devolution difference – and the shape it would take.

In addition to highlighting the work of the Inspectorate during 2009, Dr Maguire gave a commitment on behalf of the Inspectorate that it would continue to work closely with criminal justice organisations with the aim of helping them to improve performance and make change happen.

Discussions surrounding the devolution of policing and justice matters at Hillsborough Castle unfortunately prevented the then Criminal Justice Minister, the Rt. Hon. Paul Goggins MP addressing the Stakeholder Conference.

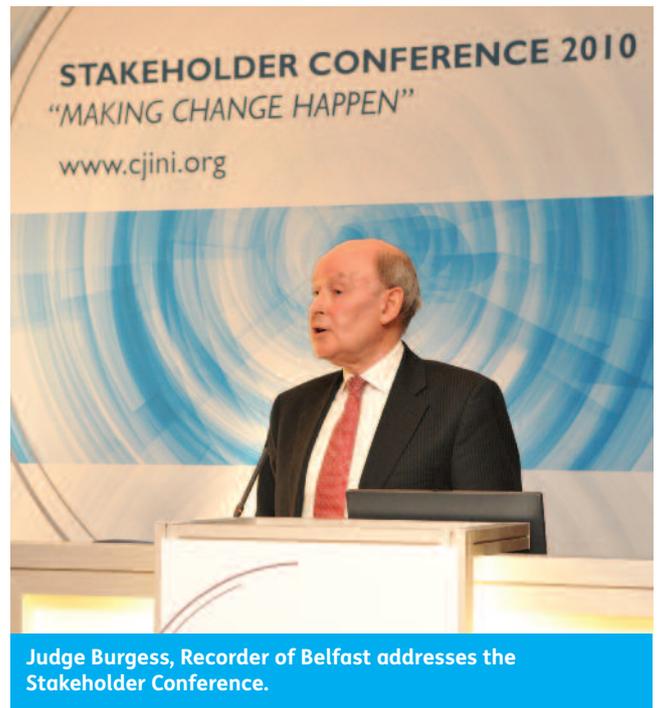
But the Minister's message was ably conveyed to delegates in his absence by Carol Moore, the then Criminal Justice Director within the NIO.

Ms Moore spoke of the need for there to be shared goals and objectives within the criminal justice system. She also highlighted the need for greater co-operation and a reduction in duplication in light of increasing budgetary pressures.

During her address Ms Moore spoke of the need for steps to be taken to reduce delay within the criminal justice system for the benefit of all who encounter it.

She also raised the need for commitment to be demonstrated by everyone working across the justice system in order to make change happen. Leaders working within the criminal justice system she indicated, had an important role to play in motivating staff to ensure their commitment to delivering a world class criminal justice system.

Ms Moore drew her remarks on behalf of the Minister to a close by encouraging organisations to think imaginatively when responding to the Inspectorate's recommendations, so that not only were organisations in a position to make change happen, but also to make it real.



His Honour Judge Burgess, Recorder of Belfast, became the first representative of the judiciary to address CJI's Stakeholder Conference when he stepped forward to outline a Presiding Judge's perspective on justice.

During his remarks His Honour Judge Burgess highlighted the judiciary's recognition of the need to ensure Northern Ireland's criminal justice system was reviewed and changed, where necessary, to reflect best practice.

He also acknowledged the need for the various disciplines within the criminal justice sector to interact with each other, rather than to work in discrete compartments.

Judge Burgess also referred in his speech to the need for a timely prosecution of all criminal matters in a manner that permitted all relevant information to be presented. This would, he said, ensure a fair trial not just for the defendant, but also for the prosecution, representing the victim of any crime and the community as a whole.

The senior Judge also spoke of the responsibility on members of the judiciary to tackle delay and to work with others within the justice system, to ensure the system works as speedily and efficiently as possible.

In conclusion, Judge Burgess indicated the judiciary in Northern Ireland was ready to play its part in a devolved system and was willing to engage with a local Minister of Justice, local Assembly Committee and local Department of Justice on the practical issues of change.

The PSNI's Chief Constable Matt Baggott in an engaging speech referred to his desire to see visible, speedy and proportionate justice. He highlighted the importance of the nature of leadership in making change happen and the impact leadership can have.

Mr Baggott also highlighted the importance of community confidence with regard to policing. And he referred to the need for personal, impartial, accountable police officers to be present and influential at the heart of local communities, in the right numbers, to make a difference.



Chief Constable Matt Baggott and Dr Michael Maguire.



Police Ombudsman Al Hutchinson and Nick Perry, NIO.

Following a short break, Jerry Petherick, Managing Director of Offender Management with G4S Care and Justice Services, gave an insight into his experience of working in prisons both in the public and the private sector.

He began his remarks by reflecting on the difficulties experienced at Dartmoor Prison and the steps required to change the way the prison operated from what was previously a high security facility to a medium security prison. Mr Petherick also highlighted the role assessment had played in assisting the prison to change.

During his speech he argued that the stimulus of private sector involvement in prisons in England and Wales had benefitted both the public and private sector, by driving standards up across the board.

Mr Petherick indicated he believed prisons were required to provide stable, clean, caring and constructive environments for people to either work in or live in and to develop.



Speakers who addressed the 2010 conference pictured with Dr Maguire (second left) included Brian McCaughey, Director of Probation, Probation Board for Northern Ireland, Clive Martin, CLINKS and Jerry Petherick, Managing Director of Offender Management, G4S Care and Justice Services.

The G4S representative spoke at length about the ethos in place at Altcourse Prison in Liverpool which was recognised by HMIP Inspectors as an impressively respectful prison.

He said the ethos at the prison was one of activity with expectations placed on both staff and offenders in terms of their behaviour. Dynamic leadership, clarity of purpose and appropriate resources also played a part in Altcourse's success he said, adding that design, industrial relations and trust were also key.

Mr Petherick's remarks were followed by a speech from Brian McCaughey, the Director of Probation with the Probation Board for Northern Ireland.

Mr McCaughey began by laying down a challenge to all delegates in terms of their responsibility to build public confidence in the criminal justice system and to ensure people are both safer and feel safer.

He also took the opportunity to raise awareness of the work undertaken by the Probation Board for Northern Ireland from writing pre-sentence reports to working alongside Prison Service colleagues with offenders while in prison and then supervising offenders following their release.

Turning his attention to the topic of the conference, Mr McCaughey said the challenge for the Probation Board, Criminal Justice Board and leaders within the other criminal justice organisations was to define their vision for the future.

And he highlighted the importance of having a 'joined up' criminal justice system which linked in with other government departments such as health, education, employment and learning and social development.

The mid-morning session drew to a close with an address from Clive Martin, Director of CLINKS –



an umbrella body representing voluntary and community organisations that deliver services to offenders and their families across England and Wales.

In his remarks to the conference, Mr Martin highlighted the ability of the voluntary and community sector to respond quickly to the needs of specific groups of offenders, such as those from an ethnic minority background, the needs of older prisoners and even the requirements of older prison facilities.

He also focused on the challenges of partnership working and the changes taking place in relation to partnership working within the criminal justice sector. Mr Martin used his remarks to draw attention to the positive contribution made by the voluntary and community sector in the delivery of specific programmes addressing mental health issues and running drug treatment programmes.

Following on from the success of the 2009 conference, CJI extended its interactive table discussion. Delegates were encouraged in their table groups to discuss and share examples where

strategy was successfully turned into reality to improve service delivery. They were also asked to consider what criminal justice organisations needed to do better in the future to improve the services they delivered.

The afternoon session opened with a panel discussion focusing on good practice in engaging with victims.

In what was the first of four short informative sessions, Paula Jack from the Public Prosecution Service gave an insight into the work the organisation was doing to engage more with victims and witnesses.

She was followed by George Johnston, a Detective Constable and Family Liaison Officer with the PSNI who outlined the work he and his colleagues undertook to support victims in the wake of a crime, by acting as a bridge between the police investigation, the victim or their family.

Trevor Barr continued the theme by outlining the work being undertaken in Northern Ireland's prisons to engage positively with victims through





Speakers who highlighted good practice within the criminal justice system during the afternoon session included (from left) Andrew MacQuarrie (YJA), Trevor Barr (NIPS) George Johnston (PSNI), and Paula Jack (PPS). They are pictured with CJJ's Chief Inspector.



restorative conferencing and the use of the innovative Victim Offender Mediation service.

The session ended with Andrew MacQuarrie providing delegates with an overview of the work undertaken by the Youth Conference Service of the Youth Justice Agency and the role it plays in

engaging with the victims of crime.

The conference closed with a challenging session on the key principles involved in dealing with victims of crime led by Dr Maguire and a discussion around the proposed inspection programme for 2010-11.



IT Systems Development

Criminal Justice Inspection's IT system was installed in June 2004 when the organisation was initially set-up. CJI had forecasted to upgrade the existing system in 2010 to ensure that the organisation's IT needs would be fulfilled for a further five years.

In early 2009, it became clear that the existing computer server could no longer meet the IT needs of the organisation therefore it was decided to upgrade the server in August 2009, bearing in mind that CJI would be upgrading the rest of its system in 2010.

Before the purchase of the server, CJI looked at the various new technologies which were available to ensure the organisation purchased a server that could be used to its full potential, depending on the type of operating system that would subsequently be installed.

As part of this process, CJI piloted *Citrix*. After the pilot a business case was presented to senior management for the implementation *Citrix* which was accepted.

In January 2010, suppliers were invited to tender for the supply of a *Citrix* system. It is hoped the new system will be implemented in April 2010.

Information Assurance

Early in 2009, and in line with a Cabinet Office requirement, the NIO completed a self assessment against the Cabinet Office Information Assurance Maturity model.

Non-Departmental Public Bodies such as CJI were asked to comply with the associated Information Assurance Maturity Action Plan and as part of this, CJI had a requirement for a Security Manager to take this forward. The IT Systems Administrator

was selected to fulfil this role for the organisation.

To start off this process, one of the requirements of the Information Assurance Action Plan was to ensure that all staff "*complete and pass the National School of Government (NSG) data handling procedures Awareness E-Learning Programme*".

This was completed in January 2010 with all CJI staff obtaining a full pass mark.

Business Support

CJI's Business Support Team is currently made up of six members of staff who provide a range of functions including finance, personnel, IT, inspection support and communications. The Business Support Team continues to maintain their on-going efforts to improve existing systems and processes to support CJI's Inspectors and maintain an efficient, effective organisation.

Skills for Justice

Skills for Justice continue to remain as tenants within CJI's 7th Floor office space as the organisation makes efforts to deliver the Shared Services agenda.

Skills for Justice have three staff whose role is to analyse and respond to training needs across the criminal justice sector in Northern Ireland.

Brendan McGuigan

Chief Executive and Accounting Officer
23 June 2010

CJI AUDIT COMMITTEE REPORT 2009-10



Dr Willie McCarney, CJI Audit
Committee Chairman.

The Audit Committee held three meetings in the last financial year which took place on 6 July 2009, 2 December 2009 and 15 March 2010.

The Audit Committee continued to focus on the search for new independent members. Difficulties centred on the fact that the person appointed would need knowledge and understanding of CJI while the nature of CJI's work meant that there was always the possibility of conflict of interests. This limited the field of applicants. Nonetheless, two outstanding candidates were shortlisted and interviewed. While two new members would have been ideal, it was felt that, due to the size of the organisation, only one should be appointed at this time. Both applicants were exceptionally well qualified. The person appointed had a more in-depth knowledge of the field of work undertaken by CJI. He attended his first meeting in December 2009.

The chair, who is also an independent member of the Audit Committee, and the new independent member prepared an update of the Audit

Committee Terms of Reference and tabled it at the December meeting for approval. These Terms of Reference (TOR) updated the original document drawn up and approved in April 2006. They follow closely the guidance in HM Treasury Audit Committee Handbook of March 2007, and especially, the Model Terms of Reference for an Audit Committee at Pages 25 to 27 of that Handbook. The new TOR approved three meetings per year in place of the original two. The TOR were updated again following the release of the NAO documents *Helping your Audit Committee to add value* and *The Audit Committee Self-Assessment Checklist* (issued in November 2009), and submitted for approval at the March meeting.

The Risk Register is a permanent item on the meeting agenda and is regularly reviewed and updated. It is a living document which evolves over time with potential risks removed and new ones added. To this end, the bi-annual review of the Risk Management Policy was undertaken during the year and discussed at the March meeting.



The Disaster Recovery and Contingency Plan was reviewed during the year. A new IT server was installed and the contingency server replaced. Testing of the contingency server is scheduled for early in the new financial year.

A representative from CJI's Internal Auditors, ASM Howarth presented the Internal Audit Report for 2008-09 at the July meeting and reported that CJI had received a satisfactory assurance rating.

The external audit representative gave a short summary of the document IFRS Briefing for Audit Committees at the December meeting.

The Executive Summary of the Report to those Charged with Governance regarding 2008-09 Accounts was presented by the external audit representative at the December meeting. The report gave CJI an unqualified audit report. Accounts compliance with FReM was noted.

The March meeting noted that external audit had issued an unqualified opinion on 2008-09 IFRS Shadow Accounts.

The Audit Committee plans, in the coming financial year, to draw up a full year agenda to ensure coverage of the various topics they are required to address. The agenda for each meeting can then be adjusted as necessary. Establishing the agenda will be a collaborative effort between the Committee's independent representatives, senior management and both the internal and external auditors.

Dr Willie McCarney
Chair of CJI Audit Committee
April 2010

OBJECTIVES OF THE CRIMINAL JUSTICE SYSTEM IN NORTHERN IRELAND

Constituents of the Criminal Justice System

The criminal justice system in Northern Ireland comprises seven main agencies:

- The Police Service of Northern Ireland;
- The Northern Ireland Prison Service;
- The Public Prosecution Service for Northern Ireland;
- The Probation Board for Northern Ireland;
- The Youth Justice Agency of Northern Ireland;
- The Northern Ireland Court Service (now the Northern Ireland Courts and Tribunals Service) in respect of the criminal and Coroner's courts; and
- The Northern Ireland Office (whose responsibilities passed to the Department of Justice following the devolution of policing and justice matters on 12 April 2010).

There are also a number of smaller agencies such as Forensic Science Northern Ireland and the State Pathologist's Department which are essential elements of the system.

By contrast, there are other agencies such as HM Revenue and Customs and the Serious and Organised Crime Agency (SOCA), that are important players in the criminal justice system but which are excluded from the remit of CJJ.

Ministerial responsibility

The Secretary of State for Northern Ireland was responsible during this financial year for all aspects of the criminal justice system apart from:

- the Courts, which were the responsibility of the Lord Chancellor and Secretary of State for Justice; and
- the Public Prosecution Service for Northern Ireland, which was superintended by the Attorney General for Northern Ireland, though it was funded by Parliament through the Northern Ireland Office.

Ministers in those three offices met to agree strategy for the criminal justice system. The co-ordination of criminal justice policy at official level was handled by the Criminal Justice Board, chaired by the Criminal Justice Director in the Northern Ireland Office.

Following the devolution of policing and justice matters on 12 April 2010, Ministerial responsibility for all aspects of the criminal justice system transferred, with the exception of the judiciary and the Public Prosecution Service for Northern Ireland, to the Minister of Justice for Northern Ireland.



Government Objectives for the Criminal Justice System

The policies in force during this financial year are set out in the NIO's Departmental Report, which incorporates targets and objectives agreed with the Treasury as part of the Public Service Agreement (PSA) underpinning the 2007 Expenditure Review.

The two main PSA targets relevant to the work of CJI are:

PSA 1 Justice for all

The public of Northern Ireland have confidence that the criminal justice system is delivering effective and timely justice for everyone.

PSA 2 Safer communities

Northern Ireland will be a safer place to live.

In addition, the purpose and aims of the Criminal Justice System in Northern Ireland (CJSNI) are:

“to support the administration of justice, to promote confidence in the criminal justice system and to contribute to the reduction of crime and the fear of crime”.

- provide a fair and effective criminal justice system for the community;
- work together to help reduce crime and the fear of crime;
- make the criminal justice system as open, inclusive and accessible as possible, and promote confidence in the administration of justice; and
- improve service delivery by enhancing the levels of effectiveness, efficiency and co-operation within the system.

The achievement of the PSA targets are supported by the Northern Ireland Office Departmental Strategic Objectives. Further details on the Departmental Strategic Objectives can be found at http://www.nio.gov.uk/northern_ireland_office_departmental_report_2009.pdf.

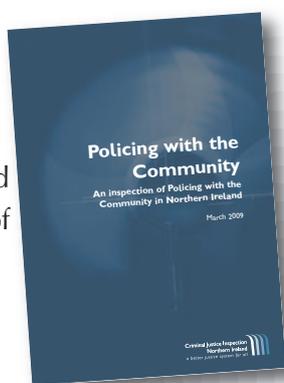
INSPECTION REPORTS AND ACTION PLAN REVIEWS/INSPECTION FOLLOW-UP REVIEWS

This section summarises the findings of Inspection Reports published by CJI in 2009-10. During this financial year, CJI published 15 Inspections and six Action Plan Reviews/Inspection Follow-Up Reviews fulfilling its commitment to revisit each inspection report to assess progress against recommendations made and agreed by the various agencies within the criminal justice system.

It should be noted that some major pieces of work undertaken by CJI in 2009-10 were not due to be published until the 2010-11 financial year. This includes CJI's inspection of Sexual Violence and Abuse, its inspection of Magilligan Prison and its follow-up of Avoidable Delay within the Criminal Justice System.

Policing with the Community

In April 2009 CJI published its report on Policing with the Community. The inspection which was carried out jointly by CJI and Her Majesty's Inspectorate of Constabulary (HMIC) examined the extent to which Policing with the Community has become the core business of the PSNI since the report of the Independent Commission on Policing (Patten Report) was published in September 1999.



The inspection included a period of extensive fieldwork which involved interviews with over 100 police officers at all levels across four out of the eight policing Districts and at police headquarters. Widespread stakeholder consultation was also undertaken with over 150 members of the community and other stakeholders from across political and religious

backgrounds providing their insight into the delivery of community policing in Northern Ireland.

The report acknowledged the progress the PSNI had made in implementing community policing in the 10 years since the Patten Report, but concluded that further effort was required to embed it fully across the service.

Policing with the Community was found to be working best where neighbourhood police officers had actively engaged with the community, and officers had demonstrated a commitment to delivering this approach to policing by working alongside local community members to make their community safer.

However, the report acknowledged that policing in Northern Ireland does not act independently of social and political developments and progress must be weighed against the changing political and operational challenges, including the current dissident republican threat.

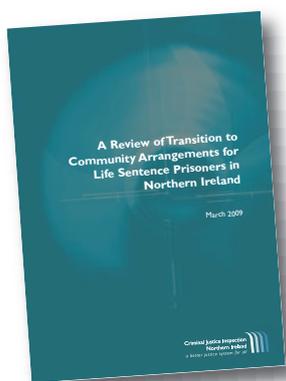


Five key recommendations and 14 suggestions for improvement were made in the report. The willingness of the PSNI to address the issues raised was demonstrated through an Action Plan it prepared in response to the inspection which was published as part of the inspection report.

The inspection was conducted by Bill Priestley.

Life Sentence Prisoners in Northern Ireland

A review of the arrangements for preparing life sentenced prisoners for release back into the community was carried out by CJI during 2009-10.



The review, led by Tom McGonigle, examined the risk assessment and risk management processes undertaken by the Northern Ireland Prison Service (NIPS), the Probation Board for Northern Ireland (PBNI) and the Parole Commissioners for Northern Ireland.

Inspectors found that overall risk assessment and management of life sentence prisoners in Northern Ireland compared favourably with the arrangements in place in other jurisdictions.

Risk assessment commenced at the time when sentence was imposed and continued throughout the prisoner's time in custody and beyond. There was also an enhanced focus on the incorporation

of victims' needs into the management of prisoners.

Inspectors also commended the improved co-ordination between the agencies involved in dealing with life sentence prisoners that had occurred in recent years.

Good risk assessment and management of life sentence prisoners is essential for public protection, but Inspectors identified a number of issues that need to be addressed in order to maintain confidence in this aspect of the criminal justice system in the future.

The number of life sentence prisoner cases has grown in recent years, placing more pressure on the systems in place to manage them. This pressure is likely to intensify as the numbers of prisoners having parole hearings increases as a result of the Criminal Justice Order 2008.

These changes have the potential to place an even greater burden on the Parole Commissioners at a time when the Prison Service has already been finding it difficult to cope with the demands of servicing current levels of parole hearings.

In an effort to address strains on the system CJI made 18 recommendations. These included steps to enhance the Prison Service's capacity to manage lifers and support the Parole Commissioners' requirements, as well as calling for the administrative functions of the Parole Commissioners to be strengthened to cope with their expanded remit under the new legislation.

Inspectors recognised work already underway within the Prison Service to cope with new demands. But the shortcomings in its provision of psychology services and offending behaviour programmes, highlighted in previous inspections, needed to be dealt with.

The introduction of new parole arrangements will, most likely lead to an increased demand from lifers and other prisoners for places on offending behaviour programmes, if they are to qualify for parole.

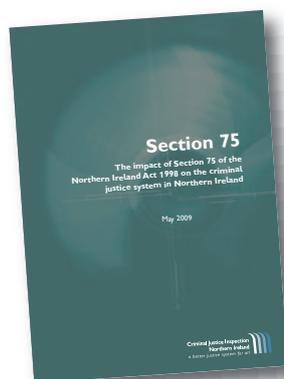
There is a fine balance to be struck between public protection and providing opportunities for prisoners to resettle in the community. It is therefore crucial any weaknesses – such as those identified during this review – are addressed promptly to ensure the safe and successful transition from prison to community is maintained.

This inspection was published in April 2009.

The impact of Section 75 of the Northern Ireland Act 1998 on the criminal justice system in Northern Ireland

In May 2009, CJI published the findings of its inspection of the implementation of Section 75 of the Northern Ireland Act 1998.

Section 75 charged all public sector organisations, including those in the criminal justice sector, with ensuring equality and human rights are promoted in every aspect of their operation, policies and practice.



The report revealed that the implementation of Section 75 had been difficult for the public sector in Northern Ireland, and that the criminal justice system has found the monitoring of outcomes equally challenging.

The thematic inspection revealed that while all agencies were aware of their responsibilities under the law, the information Inspectors examined in many cases was incomplete, and only provided a limited picture of what was happening across the system.

The report highlighted that the availability of such information was essential in establishing where disproportionate outcomes existed so that every effort is made to establish why that should be the case.

The Northern Ireland Prison Service (NIPS) was identified as the only area where consistent monitoring is taking place and CJI welcomed the internal review initiated by the Prison Service on the issues raised by the inspection report.

The inspection showed that the collation and monitoring of effective, accurate and timely equality information lies at the heart of each agency's ability to fulfill their legal obligations in respect of Section 75.

CJI recognised in its report that there are no easy answers or quick fixes to the issues raised and it will require continued diligence and commitment by organisations within the justice system to deliver their statutory responsibilities.

The inspection was led by Brendan McGuigan and former CJI Inspector Paul Mageean.

Prison Service Staff Training and Development

CJI conducted an inspection published in June 2009 of staff training and development in the NIPS.

The inspection, which was led by Rachel Tupling, assessed the quality, uptake and outcomes of training and development for operational staff and managers within the Prison Service.



It showed that training was central to shifting the culture of the NIPS to work more effectively to reduce re-offending and enhance public protection.

Staff in the Prison Service are being asked to move away from the security-focused role to one where they engage pro-actively with prisoners to challenge inappropriate behaviour, and assist in their rehabilitation.

This requires considerable commitment and effort from staff and must be supported by increased training and development, focused on promoting and supporting this new way of working.

Inspectors found steps had been taken to develop this shift of focus in recent years. However, much remained to be done as security-focused mandatory and refresher training accounted for the majority of training undertaken during 2007-08, rather than developmental training.

Inspectors also discovered that operational requirements such as staffing levels required in the various 'houses' and on prison landings, could

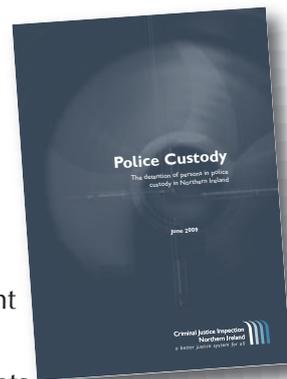
impact on the release of staff to attend training events or result in training events being cancelled. The level of sickness absence among staff was also found to be a contributory factor.

The report recommended better arrangements be put in place to assist with the release of staff for training but without impacting on the core functions of the Prison Service, such as the release of prisoners from their cells.

The Prison Service provided an Action Plan to indicate how they intended to make the relevant changes and this was published with the report.

Police Custody

In June 2009 CJI published its report on the standards and conditions of police custody arrangements in Northern Ireland. The inspection reviewed current practice within the PSNI against its legal requirements under the Police and Criminal Evidence (Northern Ireland) Order 1989 and the OPCAT⁴ principles.



CJI has been designated as one of the UK's National Preventative Mechanisms for OPCAT and this inspection enabled the Inspectorate to discharge its responsibilities in relation to police detention.

Inspectors found a high level of awareness existed among staff in custody suites around risk management and the treatment of vulnerable persons, especially in relation to young people or those who potentially were under the influence of drink or drugs.

4 In March 2009 CJI was designated by the UK Government as one of the bodies to form the UK's National Preventative Mechanism in accordance with the Operational Protocol to the Convention Against Torture (OPCAT). This requires the organisation to carry out a system of regular visits to places of detention to prevent the torture other cruel, inhuman or degrading treatment or punishment of detained persons in line with OPCAT principles.

Custody staff were also aware of the need to apply appropriate risk management procedures where a detainee may be at risk of self-harming, have mental health issues or a known medical condition.

Cells examined during the inspection were also found to be clean and of an acceptable standard, to hold detainees for short periods of time. The Inspectorate recommended however, that the PSNI should, in conjunction with the UK Border Agency, explore alternatives to police cells for immigration detainees detained for more than 36 hours.

Weaknesses were identified during the inspection in relation to the PSNI's clinical governance arrangements, its approach to the safety of storage of medications and cleanliness of medical rooms, and its management and oversight of the work of its Forensic Medical Officers (FMOs).

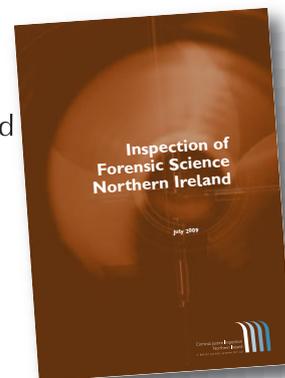
Inspectors have also recommended the PSNI undertake a cost-benefit analysis of the current and alternative health care models and implement the most appropriate, cost effective option.

The PSNI's Action Plan in relation to the recommendations was published with the report.

This inspection was led by Rachel Tupling.

Inspection of Forensic Science Northern Ireland

The inspection report on Forensic Science Northern Ireland (FSNI) was published in July 2009. It concluded that the provision of a high quality, timely and cost effective service would be crucial to FSNI's ability to address the radically changing nature of how forensic science services are delivered in the future.

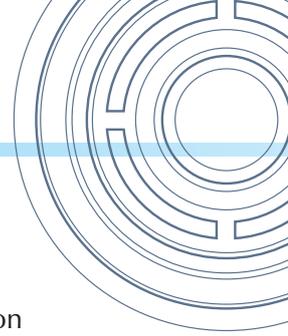


One of the biggest challenges facing FSNI is the proposed development of a more competitive marketplace, which would enable key customers such as the PSNI, to approach other forensic science providers to provide services currently supplied by FSNI.

The PSNI is the primary customer for FSNI accounting for 90% of its income over recent years. While the PSNI recognise the benefits of having a locally-based forensic science provider, it is facing budget constraints and requires improved value for money.

Inspectors have recommended that FSNI needs to implement a process of 'costing' the service it provides including the development of a price list, to allow the PSNI and other potential customers, to compare the price of its services with those of other forensic science laboratories.

Inspectors found evidence of a renewed focus within FSNI on delivering an effective forensic science service. Accreditation of specific forensic science disciplines by the United Kingdom Accreditation Service (UKAS) has been sustained and extended since the last report in 2007.



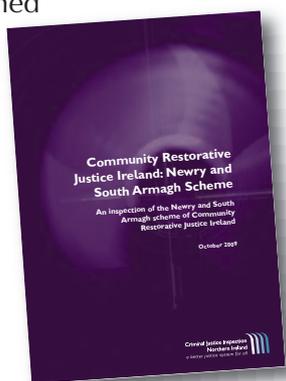
The agency's decision to work in partnership with the United Kingdom Forensic Science Regulator to ensure high quality standards and address concerns raised in the Omagh bomb judgement is another positive step. Performance in relation to the provision of DNA results was also found to compare favourably with other forensic science laboratories.

The report recommended that FSNI and the main criminal justice organisations need to work together to determine the type of forensic science service required for the future. A forensic science strategy should be used to help shape plans for a new modern forensic science laboratory for Northern Ireland, ensuring it is designed and built specifically with the needs of its customers in mind.

This inspection was led on behalf of CJI by James Corrigan.

Community Restorative Justice Ireland: Newry and South Armagh scheme

In October 2009, CJI published the findings of its inspection of Community Restorative Justice Ireland's (CRJI's) community-based restorative justice scheme in Newry and South Armagh.



The inspection, which was carried out by Brendan McGuigan and Tom McGonigle assessed the scheme's suitability to seek accreditation under the Government Protocol for Community-Based Restorative Justice (CBRJ) schemes.

In line with the criteria adopted by CJI during its previous assessments of other CBRJ schemes, Inspectors sought evidence that human rights,

the rights of the child and UN Principles on Restorative Justice were being observed.

Inspectors also sought, among other things, to establish that appropriate cases were being passed on to the PSNI.

During the inspection Inspectors spoke with representatives from statutory and voluntary organisations, local politicians and community leaders who have links with the areas in which the scheme operates.

Case files were also examined by Inspectors to establish the types of incidents being handled by the scheme. Inspectors found that in the small number of cases referred to the PSNI for investigation, all relevant information had been provided.

The inspection had shown that the UN Principles on Restorative Justice were being observed, and senior police officers working in Newry and South Armagh indicated that a relationship which held promise for the future was developing with the scheme.

The views of critics, supporters and those who had engaged with the scheme as part of the inspection, also fed into the inspection.

The inspection also sought to establish if the scheme had applied coercion to secure an individual's participation and if the outcomes had been fair and balanced.

On the basis of the evidence examined, CJI's report recommended that CRJI's Newry and South Armagh scheme was suitable to be considered for accreditation under the Government Protocol for Community-Based Restorative Justice Schemes, following the deliberations of the Suitability Panel.

Peer review of Her Majesty's Crown Prosecution Service Inspectorate

CJI's Chief Inspector,
Dr Michael Maguire
and Stephen Dolan



from the Inspectorate's Inspection Team completed a peer review of Her Majesty's Crown Prosecution Service Inspectorate (HMCPsi) during 2009-10.

The review was requested by HMCPsi as part of their on-going organisation development and to assist the management team in formulating its response to the challenges it faced.

The purpose of the review was to consider the future direction of HMCPsi in the light of changes to the prosecutorial landscape and potential changes to the role of the Inspectorate.

The work of HMCPsi was widely praised as independent and of high quality. Looking to the future, the peer review found the emphasis of HMCPsi's inspections should be more aligned with the business objectives of the inspected bodies, and should aim to assist them in re-balancing accountability towards the end users.

The main recommendations identified greater use of risk assessment to target resources on specific areas for inspection, and an increased reliance on outcome measures.

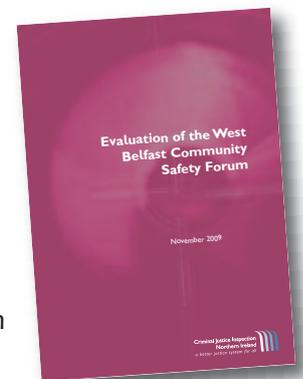
The shift in focus of inspection away from the outputs of only the Crown Prosecution Service (CPS) in England and Wales to inspection on a multi-agency basis, reflects the desire of CPS to assess performance from the perspective of the end users. The change in emphasis for HMCPsi is necessary within the developing prosecutorial landscape.

Following completion of the peer review, the Chief Inspector received a letter from the then Attorney General, Baroness Scotland in which she praised the team for a "thorough and insightful piece of work" that would provide a "sound basis" for the Inspectorate moving forward.

The peer review was published on CJI's website in October 2009.

Evaluation of West Belfast Community Safety Forum

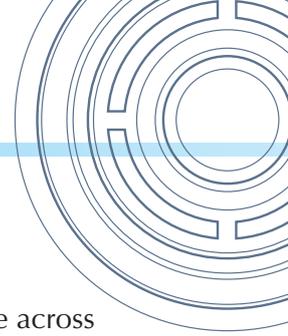
CJI's Deputy Chief Inspector Brendan McGuigan assisted by Amanda Hannan conducted an inspection of the West Belfast Community Safety Forum (WBCSF) to evaluate the impact the forum has had in increasing community safety in West Belfast.



The findings of the inspection report published in November 2009 revealed that since the WBCSF was established in June 2008, it had made a positive contribution to the delivery of a safer community.

The WBCSF was set up after a period of sustained community unrest following the murder of three West Belfast residents. The Forum was established to provide opportunities for statutory and non-statutory organisations and the community, to discuss issues of community safety and ways of addressing them.

During the inspection, CJI heard consistent support for the work of the Forum expressed by the statutory agencies involved with the Steering Group.



Inspectors were provided with examples from agencies including the PSNI, the Public Prosecution Service for Northern Ireland (PPS), the Public Protection Arrangements for Northern Ireland (PPANI) and Victim Support Northern Ireland (VSNI) where the Forum had facilitated outreach opportunities in West Belfast.

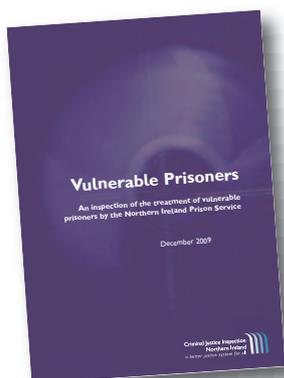
They also heard that both statutory and non-statutory agencies had been able to target their resources more effectively, to respond to local needs, as a result of their engagement with the group.

Inspectors assessed that the WBCSF provided a practical, on-the-ground connection between the local community and the justice system at a time of considerable community unease. However, the team found the WBCSF did not have widespread political support in west Belfast and was viewed by some, as reinforcing political difficulties rather than bringing the community together.

Concerns were also expressed by some that the WBCSF could undermine the work of existing structures such as the District Policing Partnerships and the Community Safety Partnership. In light of this, Inspectors suggested that any decision about the future development of the Forum can only be made in the context of a wider consideration of the other agencies involved in similar areas of work.

Vulnerable Prisoners

At the request of the then Minister for Criminal Justice, CJI inspected the treatment of vulnerable prisoners by the Northern Ireland Prison Service (NIPS) during July and August 2009.



Inspectors were asked to consider practice across the prison estate, and also to ascertain progress in implementing the recommendations contained in the Prisoner Ombudsman's report into the death of Colin Bell in Maghaberry Prison.

The CJI report was published in December 2009. Its main conclusion was that while the NIPS had taken steps to address serious negligence surrounding the death of Colin Bell, deficiencies still remained in the regime provided for vulnerable prisoners.

The NIPS was found to be better at providing safe custody for compliant prisoners rather than for disruptive prisoners.

Specialist staff had been appointed by the NIPS, officer training had improved, better management information was available and a range of physical amendments were introduced to reduce suicide risks. Yet, there remained a gap between the NIPS' stated intentions and actual outcomes for prisoners, especially at Maghaberry Prison. The daily regime for vulnerable prisoners was found to have improved little since previous CJI inspections of Maghaberry in January 2009 and October 2005.

Five months of industrial action had significantly limited the regime for all prisoners. Consequently Inspectors found that vulnerable prisoners were spending too long in their cells, they had limited access to out-of-cell activities and there was insufficient multi-disciplinary care. Assessment and monitoring of those at risk of self-harm were identified as problematic, and staff deployment was inadequate to meet vulnerable prisoners' needs.

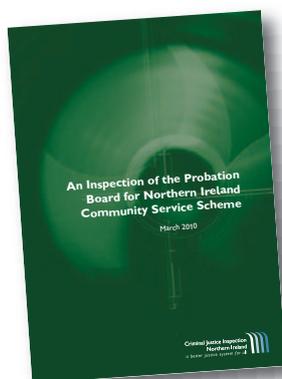
In summary, the pace of change within the NIPS had not been as swift as Inspectors would have wished to see.

The inspection report contained 10 recommendations for further improvement, and Inspectors indicated their intention to conduct a follow-up of some critical issues in early 2010.

This inspection was led for CJI by Tom McGonigle.

An Inspection of the Probation Board for Northern Ireland Community Service Scheme

An inspection of the Community Service Scheme operated by the Probation Board for Northern Ireland (PBNI) recognised the positive contribution it is making to the community.



CJI found the work being undertaken by offenders participating in the schemes was socially useful and of benefit to community.

Inspectors found that Community Service offered several acknowledged benefits. Reconviction rates were comparatively low in comparison with other disposals and its use avoided additional pressure on the prison system.

In addition, the beneficiaries of the unpaid work - which could range from local charities and church groups to community development organisations, resource centres and individuals who were unable to undertake or pay for the work themselves - were generally satisfied with the work undertaken.

Inspectors had found there were no evident concerns about public safety or undue risks associated with the Community Services Scheme, and practice was consistent between urban and rural areas.



Photo courtesy of the Probation Board for Northern Ireland

This inspection found the PBNI's Community Service Scheme was well managed. In order to strengthen management of the Scheme, CJI Inspectors made 15 recommendations.

The main recommendation was that PBNI should develop an Action Plan to improve the number of offenders commencing work within its 10-day target of when a Community Service Order is made.

This Action Plan should also seek to improve the average number of hours worked by offenders and the number of individuals fully complying with their Order.

This inspection, published in March 2010, was led by Tom McGonigle.

Not a marginal issue – Mental Health and the Criminal Justice System in Northern Ireland

During 2009-10 CJI published the findings of a lengthy thematic review looking at the treatment and care of those with mental disorders within the criminal justice system in Northern Ireland.



The report revealed that the treatment and care of people with mental disorders presents enormous challenges to the criminal justice system, with evidence suggesting that one in eight people arrested in Northern Ireland are experiencing mental health issues.

The inspection report, which was published in March 2010, also indicated that 78% of male prisoners on remand and 50% of female prisoners are personality disordered – a figure seven times that of the general population.

The inspection findings suggest that the criminal justice system needs to develop its screening and assessment processes to identify, at an early stage, those people who are experiencing mental health issues. Where possible, these individuals should be diverted away from the criminal justice system and custodial care, and provided with suitable care in the most appropriate setting.

To do this, CJI's report indicated that staff awareness, in relation to mental health in all agencies within the criminal justice system needed to be strengthened, and more training provided. This increased level of knowledge would help criminal justice agencies to successfully identify those people who should be diverted away from the criminal justice system.

For those individuals who are imprisoned, the aim should be to improve the quality of care within the system so that it is in a position to deal appropriately with a smaller number of people who may have complex needs. This could involve the establishment of a high secure hospital in Northern Ireland, to which the most dangerous mentally disordered offenders could be referred for treatment.

Steps also need to be taken to enhance the partnership arrangements between the agencies within the criminal justice system. This is to ensure a more connected service is provided, which deals with the needs of a mentally disordered offender at each critical stage of the justice process, such as arrest or appearance before a court.

Greater co-operation and collaboration between the criminal justice system and the Health Service would also be important in addressing the issues identified in the inspection report.

As a result of its inspection findings, CJI Inspectors recommended that a joint Health and Criminal Justice Programme Board should be created to provide a co-ordinated, focused approach to the delivery of mental health services.

If established, CJI believes it would have dual benefits by contributing to better outcomes for the individual, in terms of fairness and appropriate clinical treatment and also for the community, in relation to improving public protection arrangements, reducing re-offending levels and cutting the amount the system spends on mentally disordered people who are repeat offenders.

This inspection was carried out by Brendan McGuigan, John Shanks and Danielle Reaney.

The enforcement of fines

Inspectors called for the fine enforcement system in Northern Ireland to be reviewed in an effort to reduce the pressure it places on the police and prison services, while retaining the current high levels of compliance in its report.



It revealed that fines are the mainstay of the criminal justice system, and are by far the most frequently used penalty in Northern Ireland's Courts, with over 35,000 fines imposed in 2008.

Northern Ireland was shown to have an enforcement system which has a compliance rate of 90%, where 45% of fines are paid within the current 28 day limit, and most of the rest are accounted for by enforcement action.

While these high levels of compliance compared favourably with the position in Scotland, England and Wales, the high levels of compliance around fine enforcement came at a cost.

The inspection showed that each year, Northern Ireland currently imprisons more people for fine default than most other countries.

Defaulters make up nearly 30% of prison admissions which places a burden on the NIPS, as most of these prison admissions are for very short sentences. Inspectors believe the number of people going to prison for fine default needs to be reduced.

Inspectors suggested that the time spent by police officers on enforcing fines should be examined so that police attention is focused on dealing with the persistent fine defaulter. Concentrating police resources on these serious cases would cut the number of warrants passed to the PSNI for

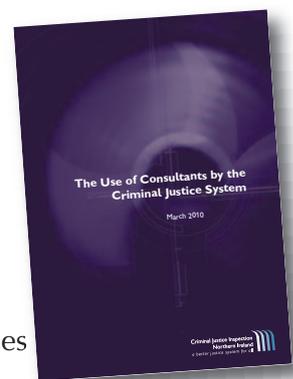
enforcement action, and reduce the amount of paper within the criminal justice system.

In their report, Inspectors also indicated the role of the Northern Ireland Courts and Tribunals Service (NICTS) - formerly the Northern Ireland Court Service (NICtS) - could be further enhanced. And they praised the initiatives already taken by the NICTS to improve compliance, and the effectiveness of fine collection in the early days, after the time for payment has elapsed.

This inspection was carried out by Brendan McGuigan and John Shanks and published in March 2010.

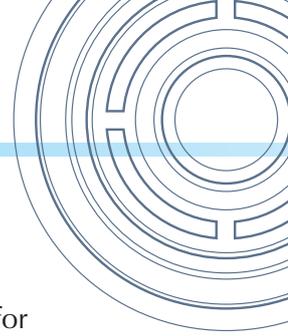
The use of Consultants by the Criminal Justice System in Northern Ireland

Criminal Justice Inspection published its report on the use of consultants within the criminal justice system in Northern Ireland in March 2010. The inspection looked at spending on consultancy and staff substitution services over a three-year period between 2005-06 and 2007-08.



The report found that £37.2m was spent on external consultants for both consultancy projects and staff substitution during this time, which equated to about one per cent of the total operating budget of the criminal justice system.

Inspectors found that robust systems were in place in relation to the authorisation, approval and monitoring of expenditure on consultancy work, but that there was a need to focus more on staff substitution arrangements. This was made more apparent by the increasing expenditure on staff substitution which went from £10.9m to £17.8m during the three-year period. During the same



time, spending on consultancy decreased from £10.5m to £7m.

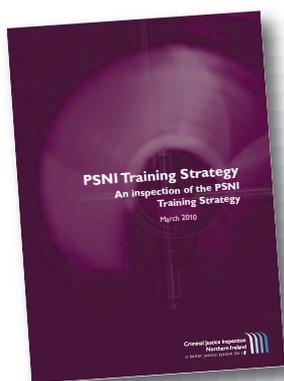
The inspection report also called on the criminal justice system to develop a more open, competitive marketplace in order to increase the number of potential suppliers available. It was found that 60% of spending on consultancy and staff substitution work had been awarded to five companies over the three years, with one receiving £17.8 in expenditure – nearly half of all spending in the period 2005-06 to 2007-08. The creation of dominant suppliers could lead to the clustering of skills, experience and expertise within a small number of consultancy firms.

External consultants were found to be providing innovative thinking, professional insight and technical skills beyond what was available within many public sector organisations, but it is an expensive resource and requires effective procurement, project management and realisation of benefits. This also means that the transfer of skills from the consultant to staff within the organisation needs to occur to enhance organisational learning.

This inspection was conducted for CJI by James Corrigan. It was published in March 2010.

PSNI Training Strategy

In 2009-10 CJI carried out an inspection of the PSNI Training Strategy and its linkages to the overall objectives for policing in Northern Ireland. Inspection fieldwork commenced in August 2009 and finished during October 2009. The inspection report was published in March 2010.



The inspection found that the framework for governance of the Training Strategy was strong but required further development by the provision of better information to the various governance bodies. Improving governance was high on the agenda of leaders at the Police College who had started to work towards developing better analysis of information provided to the governing bodies. There was a clear intention to further improve all aspects of training within the PSNI.

There were a number of gaps identified in the Strategy and the approach to training and development within the PSNI. The Strategy only covered the training provided by the Police College which accounted for only 60% of the overall training budget delivering around 80% of all training. The remaining 40% of training budget was expended at District Command and Departmental level, delivering around 20% of all training, but sitting outside of the Training Strategy.

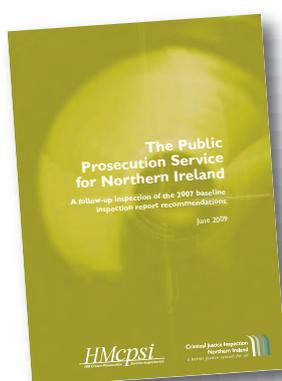
The inspection report was designed to be complimentary to the PSNI internal strategic review and the work of the leaders at the Police College to strengthen governance arrangements. Inspectors made five strategic recommendations and eight others aimed at strengthening the governance and management of the training agenda and ensuring greater alignment of the Training Strategy and plan to the overall needs of the organisation.

This inspection was carried out by Bill Priestley.

ACTION PLAN REVIEWS/ INSPECTION FOLLOW-UP REVIEWS

The Public Prosecution Service for Northern Ireland – Follow-Up Inspection

A follow-up review of the baseline inspection of the Public Prosecution Service for Northern Ireland (PPS) carried out by CJI and HMCPSI was published in June 2009.



The joint inspection examined progress made by the PPS against the recommendations and issues raised by Inspectors in the initial 2007 inspection of the PPS. During this period, the roll out of the PPS was completed and it now handles all prosecutions from the PSNI and many other investigative bodies.

The PPS was found to have made substantial progress against a number of recommendations which related directly to its handling of casework. This included the increased use of in-house prosecutors in the magistrates' court and the resulting savings in fees paid to external Counsel. Inspectors also found evidence that the quality of instructions given to Counsel had improved, and a much greater awareness existed among prosecutors surrounding the requirements of the PPS policy on domestic violence.

An area which requires further progress relates to improving the ways in which the PPS communicates with victims and their representatives, especially when decisions were

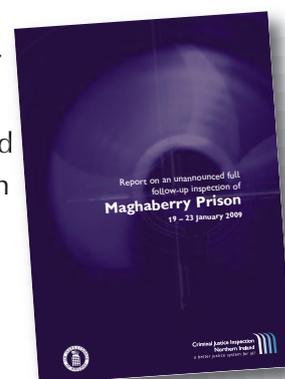
taken not to prosecute or to withdraw cases. The report noted that while some improvements had been made, resistance to providing detailed reasons for, and explanations of, decisions to victims and their representatives existed among some prosecutors.

The Chief Inspectors of CJI and HMCPSI indicated in the report that further work was needed to build upon the progress made to date by the PPS to make the organisation more efficient, particularly in reducing avoidable delay in the processing of cases.

Dr Michael Maguire, Brendan McGuigan and James Corrigan from CJI joined the HMCPSI Inspection Team for this follow-up inspection.

Maghaberry Prison – Unannounced follow-up inspection

Inspectors from CJI and Her Majesty's Inspectorate of Prisons (HMIP) jointly called for urgent action to be taken to improve standards at Maghaberry Prison in July 2009, following the publication of their unannounced follow-up inspection of the high security facility.



This inspection was carried out against the four criteria that make up the internationally recognised 'healthy prison' standards, which look



Dr Michael Maguire and Dame Anne Owers (HMIP) pictured following the publication of the Maghaberry Prison inspection report.



Dr Maguire and Dame Anne outline the findings of the Maghaberry Prison inspection at a press conference.

at the areas of safety, respect, purposeful activity and resettlement.

Inspectors found Maghaberry was ‘not performing sufficiently well’ in the areas of respect and resettlement, and was ‘performing poorly’ in the area of purposeful activity. It was also found to be ‘performing poorly’ in the crucial area of safety – one of only three out of the 169 establishments in the UK to receive this assessment since April 2005.

The inspection review revealed that at the time of the inspection, there was no local suicide or self-harm policy for the prison, little therapeutic support for vulnerable men and poor monitoring procedures in place for those at risk.

They also found too little attention was paid to bullying and investigating violent incidents. The Standby Search Team within Maghaberry

prison was found to have too forceful a presence and its activities were not subject to sufficient independent monitoring.

Concerns were also raised around the lack of activity places to keep prisoners purposefully engaged, which meant many men spent most of their days locked up without the opportunity to gain useful skills.

It also found that more could be done to increase the provision of education, training and offending behaviour programmes, to assist prisoners to change their behaviour and reduce their likelihood of re-offending following release.

As a result of the inspection, Inspectors made 200 recommendations, 11 of which were deemed as ‘core recommendations’ that required urgent action.

Key recommendations included the development and implementation of an effective, responsive violence and anti-bullying strategy, the establishment and delivery of a local suicide prevention policy and a therapeutic response to those at risk of suicide or self harm.

Inspectors also recommended the Standby Search Team be disbanded and its resources used to allow prison searching and incident management to be carried out by residential and security staff. A personal officer scheme should be implemented to encourage prison officers to engage positively with prisoners and take an active part in their resettlement plan.

CJI and HMIP requested the NIPS produce an Action Plan detailing its response to each recommendation as a result of the inspection.

With an average annual cost per prisoner place of £81,500, Inspectors found Maghaberry Prison which was one of the most expensive prisons in the UK, was significantly under-performing in relation to what is expected of an effective UK prison in the 21st Century.

The overall conclusion, based on the inspection findings, was that the current position at Maghaberry Prison could not continue and there was significant room for improvement in its operation as a public service.

Dr Michael Maguire and Tom McGonigle from CJI participated in the inspection.

Handling Volume Crime and the Use of Police Bail

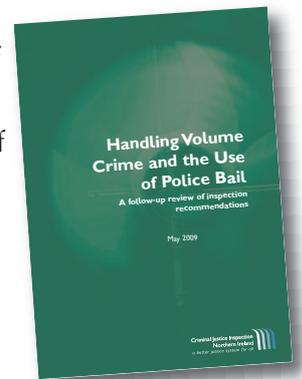
CJI published the findings of its follow-up inspection into volume crime and the use of police bail in July 2009.

The inspection review indicated that 90% of the recommendations made by CJI in December 2006 in its original inspection which were within the PSNI's capacity to deliver, had been achieved.

The Professionalising Investigation Programme designed to train officers to an agreed common standard of investigation had been implemented. Inspectors found that scientific support within the police was being used more effectively in the investigation and detection of volume crimes such as burglary, assaults, thefts and criminal damage.

However, the report expressed concern that the PSNI's plans to introduce a new call management system had been placed on hold. The implementation of National Call Handling Standards across all of the PSNI's call management functions to enhance any subsequent investigation process was one of the key recommendations of the original report. Alternative call management processes were being piloted at the time of the inspection review. However, Inspectors believe an efficient call management system is an essential ingredient in assisting the PSNI to effectively manage its resources, and successfully meet the needs of the community it serves.

The report encouraged the PSNI to continue to build on the progress made by ensuring it persists in equipping police officers with the skills required to discharge their duty to prevent, detect and investigate crime.

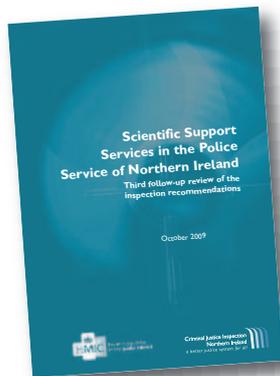


One further recommendation with regard to implementing legislation to introduce Penalty Notices for Disorder had been the subject of a multi-agency working party set up by the NIO. CJI look forward to its proposals to the Minister on a way forward on this matter in the near future.

This review was led on behalf of CJI by Bill Priestley.

Scientific Support Services within the Police Service of Northern Ireland

Criminal Justice Inspection and Her Majesty's Inspectorate of Constabulary (HMIC) published the final joint follow-up review of the Scientific Support Service within the PSNI in October 2009.



The review, led by James Corrigan, was the third report tracking the progress made by the PSNI in implementing recommendations made following the first inspection in 2005, concluded that just four of the original 25 recommendations remain outstanding. The two Inspectorates expressed confidence that these remaining recommendations would be completed in line with the final Action Plan developed by the PSNI.

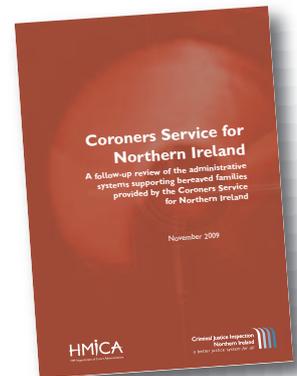
The report highlighted the important role played by Scientific Support in the identification and detection of crime and noted the significant improvements made over the past four years. In particular, steps have been taken to strengthen the policies, procedures and processes relating to forensic science and to communicate this improved information to police officers and other staff within the PSNI. Additional training to raise forensic awareness among officers has also been introduced.

A more comprehensive tracking system for exhibits is now in place and co-operation has improved with Forensic Science Northern Ireland (FSNI).

One of the main challenges is the need to continue improvements in the quality control of exhibits, particularly in relation to the management and submission of forensic property to the Forensic Science Laboratory.

The Coroners Service for Northern Ireland

The follow-up review carried out of the Coroner's Service in Northern Ireland (CSNI) was carried out on behalf of CJI by Her Majesty's Inspectorate of Court Administration (HMICA) during 2009-10.



The review assessed the progress made by the CSNI to implement recommendations made following its initial inspection in 2007.

The review showed that management and staff within the CSNI had taken on board the recommendations made by Inspectors to improve their organisation.

In the intervening period Inspectors found the CSNI had worked to deliver significant improvement especially in relation to how the service engages with bereaved families.

The Coroner's Liaison Officers were found to perform a pivotal role in a sensitive manner by establishing and maintaining contact with bereaved families who have cases being handled by the Coroners Service.

They also worked closely with other CSNI staff to ensure bereaved families were fully supported, their needs were identified in a timely manner, and information which may be heard at an inquest was already known to families in the period running up to an inquest.

Inspectors commended the service for appointing a Medical Officer to assist the work of the CSNI. This appointment enabled the CSNI to develop a greater relationship with General Practitioners, to raise awareness of the role it performs and the procedures which should be followed.

Inspectors also found evidence of a real determination within the CSNI to work professionally and pro-actively with key partner agencies such as the PSNI and the State Pathology Department, to minimise delays in relation to post-mortem reports and police statements, and improve current performance levels.

The development of standardised processes and procedures which were consistently applied by members of staff who were fully trained and supported in their roles was also a positive step.

This review was published by CJI in November 2009.

Northern Ireland Alternatives

A follow-up inspection examining the work of community-based restorative justice schemes operated by Northern Ireland Alternatives (NIA) was carried out by CJI in February 2010.



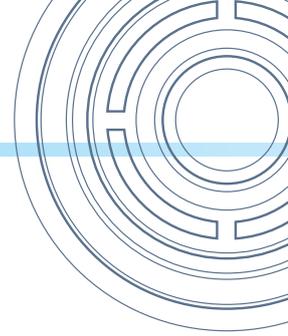
The follow-up inspection assessed the progress made by NIA's five community-based restorative justice (CBRJ) schemes since CJI's original inspection report was published in 2007.

Inspectors undertook a full examination of all files opened by NIA since the last inspection. They sought evidence that where criminal offences were identified, they were correctly referred through the Government Protocol for CBRJ schemes to the PSNI for investigation and submission to the PPS.

The review also assessed NIA's CBRJ schemes against the criteria the Inspectorate has developed to ensure that human rights, the rights of the child, and UN Principles on Restorative Justice are observed.

As part of the follow-up inspection, Inspectors from CJI visited NIA's central office and each of the schemes in turn.

They also spoke with representatives from statutory and voluntary organisations, local politicians and community leaders who have links with the areas in which the schemes operate. Inspectors also sought the views of victims of crime and offenders who had engaged with the schemes.



CJI found that since securing accreditation in 2007 under the Government Protocol, NIA had been able to access funding from a variety of sources. It had recruited additional staff, developed new programmes and strengthened its operational relationships and partnerships with statutory agencies.

It was evident to CJI that NIA was now operating at a different level than when it was first observed three years ago, and Inspectors were pleased to note that all recommendations made by the Inspectorate in its original report, had been achieved.

CJI commended NIA for the way in which it had developed since the first inspection was carried out. It encouraged the organisation to further consolidate its progress to ensure it retains the capacity to meet the increasing demand for its interventions.

This inspection was conducted by Brendan McGuigan and Tom McGonigle.

REMUNERATION REPORT

Remuneration Policy

The remuneration of senior civil servants is set by the Prime Minister following independent advice from the Review Body on Senior Salaries.

In reaching its recommendations, the Review Body is to have regard to the following considerations:

- the need to recruit, retain and motivate suitably able and qualified people to exercise their different responsibilities;
- regional/local variations in labour markets and their effects on the recruitment and retention of staff;
- Government policies for improving the public services including the requirement on departments to meet the output targets for the delivery of departmental services;
- the funds available to departments as set out in the Government's departmental expenditure limits; and
- the Government's inflation target.

The Review Body takes account of the evidence it receives about wider economic considerations and the affordability of its recommendations.

Other directly recruited staff employed by Criminal Justice Inspection are remunerated in line with Northern Ireland Civil Service (NICS) pay agreements.

Until retirement, CJI's seconded Northern Ireland Office member of staff was remunerated by the Northern Ireland Office in accordance with departmental pay agreements, and although fully

recharged to the Office of Criminal Justice Inspection, the seconding department remained the permanent employer with responsibility for their pay, allowances and pension.

Service Contracts

Directly recruited appointments are made in accordance with the Civil Service Commissioners' for Northern Ireland's Recruitment Code, which requires appointments to be on merit on the basis of fair and open competition but also includes the circumstances when appointments may otherwise be made.

The Chief Inspector was appointed by the Secretary of State for Northern Ireland for an initial period of three years, with the option to extend to a maximum of five years at a time, whereas the appointment of the Deputy Chief Inspector and other members of staff are open-ended. Early termination, other than for misconduct, would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme.

Further information about the work of the Civil Service Commissioners can be found at www.civilservicecommissioners.gov.uk

Salary and Pension Entitlements

The following sections provide details of the remuneration and pension interests of the most senior employees:



Remuneration (audited information)

	2009-10		2008-09	
	Salary £'000	Benefits in kind (to nearest £100)	Salary £'000	Benefits in kind (to nearest £100)
Mr K Chivers Chief Inspector (1 April 2008 – 31 August 2008)	N/A	N/A	40 - 45 (95-100 FTE)	17,500
Dr M Maguire Chief Inspector (1 Sept 2008 – present)	110 - 115	-	60 – 65 (110 –115 FTE)	-
Mr B McGuigan Deputy Chief Inspector	65 – 70	-	65 – 70	-

Salary

This presentation is based on gross salary payments made by CJI and thus recorded in these accounts.

Benefit-in-kind

The benefit-in-kind paid to the previous Chief Inspector during 2008-09 relates to the amount paid in lieu of pension contributions.

Civil Service Pensions (audited information)

Name	Accrued pension at pension age as at 31/03/10 and related lump sum £'000	Real increase in pension and related lump sum at pension age £'000	CETV at 31/03/10 £'000	CETV at 31/03/09 £'000	Real increase in CETV £'000
Dr M Maguire	0 - 5	2.5 - 5	49	16	28
Mr B McGuigan	5 -10	0 – 2.5	128	98	22

Pension benefits are provided through the Civil Service Pension arrangements. From 30 July 2007, civil servants may be in one of four defined benefit schemes; either a 'final salary' scheme (**classic**, **premium**, or **classic plus**); or a 'whole career' scheme (**nuvos**). These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under **classic**, **premium**, **classic plus** and **nuvos** are increased annually in line with changes in the Retail Prices Index (RPI). Members joining from October 2002 may opt for either the appropriate defined benefit arrangement or a good quality 'money purchase' stakeholder pension with a significant employer contribution (**partnership** pension account).

Employee contributions are set at the rate of 1.5% of pensionable earnings for **classic** and 3.5% for **premium**, **classic plus** and **nuvos**. Benefits in **classic** accrue at the rate of 1/80th of final pensionable earnings for each year of service. In addition, a lump sum equivalent to three years' pension is payable on retirement. For **premium**, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike **classic**, there is no automatic lump sum. **Classic plus** is essentially a hybrid with benefits in respect of service before 1 October 2002 calculated broadly as per **classic** and benefits for service from October 2002 calculated as in **premium**. In **nuvos** a member builds up a pension based on his pensionable earnings during their period of scheme membership. At the end of the scheme year (31 March) the member's earned pension account is credited with 2.3% of their pensionable earnings in that scheme year and the accrued pension is uprated in line with RPI. In all cases members may opt to give up (commute) pension for lump sum up to the limits set by the Finance Act 2004.

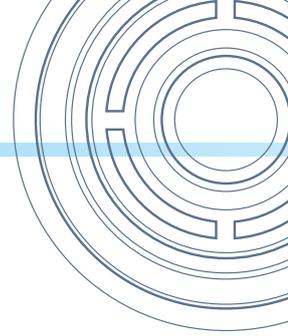
The **partnership** pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 3% and 12.5% (depending on the age of the member) into a stakeholder pension product chosen by the employee from a panel of three providers. The employee does not have to contribute but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.8% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age. Pension age is 60 for members of **classic**, **premium** and **classic plus** and 65 for members of **nuvos**.

Further details about the Civil Service pension arrangements can be found at the website www.civilservice-pensions.gov.uk

Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of



their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The figures include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their purchasing additional pension benefits at their own cost. CETVs are calculated within the guidelines and framework prescribed by the Institute and Faculty of Actuaries and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are drawn.

Real increase in CETV

This reflects the increase in CETV effectively funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

Details of pensions within Accounting Policies can be located at paragraph 1(c) of Note 1 to the Accounts (see page 66).

Brendan McGuigan

Chief Executive and Accounting Officer
23 June 2010

STATEMENT OF THE CHIEF INSPECTOR OF CRIMINAL JUSTICE'S AND CHIEF EXECUTIVE'S RESPONSIBILITIES

Under paragraph 6 of Schedule 8 of the Justice (Northern Ireland) Act 2002 the Chief Inspector is required to prepare a statement of accounts for each financial year in respect of the Office of the Chief Inspector of Criminal Justice, in the form and on the basis directed by the Secretary of State. The accounts are to be prepared on an accruals basis and must give a true and fair view of the Office of the Chief Inspector of Criminal Justice's state of affairs at the year-end and of its operating costs, changes in Taxpayer's Equity and cash flows for the financial year.

In preparing the accounts the Chief Inspector of Criminal Justice is required to:

- observe the accounts direction issued by the Secretary of State, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards have been followed and disclose and explain any material departures in the financial statements; and
- prepare the financial statements on the going concern basis.

The Accounting Officer of the Northern Ireland Office has appointed the Chief Executive as Accounting Officer for the Office of the Chief Inspector of Criminal Justice. His relevant responsibilities as Accounting Officer, including his responsibility for propriety and regularity of the public finances for which he is answerable and for the keeping of proper records, are set out in the Non-Departmental Public Body Accounting Officers Memorandum issued by the Treasury and published in Managing Public Money.



Brendan McGuigan

Chief Executive and Accounting Officer

23 June 2010

STATEMENT ON INTERNAL CONTROL

Scope of Responsibility

As Accounting Officer, I have responsibility for maintaining a sound system of internal control that supports the achievement of CJI's policies, aims and objectives, while safeguarding the public funds and CJI's assets for which I am personally responsible, in accordance with the responsibilities assigned to me in Managing Public Money. CJI's constitution is governed by a management statement and financial memorandum agreed with the NIO.

The accountability arrangements within CJI encompass quarterly meetings with sponsor branch, twice monthly Senior Management Team meetings and three Audit and Risk Committee meetings per year.

The purpose of the system of internal control

The system of internal control is designed to manage risk to a reasonable level rather than eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurances of effectiveness.

The system of internal control is based on an ongoing process designed:

- to identify and prioritise the risks to the achievement of CJI's policies, aims and objectives;
- to evaluate the likelihood of those risks being realised and the impact should they be realised; and
- to manage them efficiently, effectively and economically.

The system of internal control has been in place in CJI for the year ending 31 March 2010 and up to the date of approval of the annual report and accounts, and accords with Treasury guidance.

Capacity to handle risk

Responsibility for risk management within CJI rests with the Business Manager who has attended and will attend future risk management training and seminars to keep up to date with developments within that sector of management. A risk management strategy has been developed and communicated to all staff within CJI who have received training to manage risks in a way appropriate to their responsibilities and duties. Appropriate procedures are in place to ensure that CJI has identified its objectives and risks and put in place measures to mitigate as far as possible the significant risks. A review of the CJI risk register led by the Business Manager which involves all staff, is carried out three times a year and any new risks or changes to existing risks are recorded and reported to the Audit and Risk Committee. The Senior Management Team ensures that the

implementation of agreed control measures takes place and reports progress to the Audit and Risk Committee.

The risk and control framework

The CJI Internal Auditor provides me with a report on internal audit activity each year. The report includes the Internal Auditor's independent opinion on the adequacy and effectiveness of CJI's system of internal control with recommendations for improvement.

CJI maintains a Corporate Risk Register which includes all identifiable risks and prioritises them by likelihood and impact. Each risk has been assigned an owner who is responsible for ensuring that the necessary actions are taken within a timescale. Independently of the Risk Register, each inspection is subject to a risk assessment and these risks are managed by the Lead Inspector and monitored by the Deputy Chief Inspector.

The control framework is supported by:

- the examination of financial management reports produced by Financial Services Division of the NIO;
- the review of financial procedures including the segregation of duties in particular in connection with payment processing;
- an established system of financial planning and budgeting with the annual budget agreed with the NIO; and
- a report by the Internal Auditor appointed by CJI who carried out an audit of its systems in February 2010.

Review of Effectiveness

As Accounting Officer for CJI, I also have responsibility for reviewing the effectiveness of the system of internal control. My review of the effectiveness of the system of internal control is informed by the work of the Internal Auditor, comments made by the external auditors in their management letter, and other reports and work of the executive managers within CJI who have a responsibility for the development and maintenance of the internal control framework.

Current systems in place include the following:

- regular reviews by senior management of risks at all levels within CJI;
- establishment of key performance and risk indicators;
- annual internal audit reviews conducted by independent auditors to test the adequacy and effectiveness of systems of internal control as defined in the Government Internal Audit Manual; and
- oversight of CJI by an Audit Committee that meets three times each year.

In addition to the above on the advice of CJI's Internal Auditors, I have put in place a plan and assigned responsibility to appropriate officers to implement improvements to the systems in place.

The improvements include:

- undertaking development of a Financial Procedures Manual;
- additional controls governing Travel and Subsistence claims;
- updating of delegated limits for staff and implementation of guidance on procurement and single tender actions;



- adoption of the departmental policy for asset disposal;
- revision of the CJI Risk Management Policy; and
- review and revision of CJI's Freedom of Information (FoI) procedures.

Significant internal control issues

CJI appointed a member of staff during 2009-10 who was subsequently convicted of fraud against a previous employer. CJI immediately instigated an independent review of its financial systems. The review – which included a one hundred per cent check of all financial transactions – was conducted by a qualified auditor from its sponsor, the Department of Justice, to give management a full assurance that CJI was not a victim of fraud and the segregation of duties, systems of checks and procedures in place was sufficiently robust. The employee no longer works for CJI.

CJI also carried out a comprehensive review of its recruitment and selection processes. CJI deploys the selection and recruitment system used by the wider Northern Ireland Public Sector and, whilst the review found that the system was fully and correctly implemented, in this instance, it did not and could not entirely eliminate all risks to the organisation. Accepting that no system is entirely foolproof and the extent of any system must be proportionate to the risk involved, CJI proposes the following enhancements to recruitment and selection procedures:

- all staff (existing and new recruits) will be subject to a Criminal Record Check every two years; and

- Inspector posts will be classified as notifiable posts, providing a proactive mechanism to alert CJI if any staff are charged with an offence at any time.

The Business Support Unit will implement these measures and report progress to the Chief Executive. Internal Audit will conduct follow-up reviews reported through the CJI Senior Management Team to the Audit and Risk Committee.

Brendan McGuigan

Chief Executive and Accounting Officer

23 June 2010

THE CERTIFICATE AND REPORT OF THE COMPTROLLER AND AUDITOR GENERAL TO THE HOUSES OF PARLIAMENT

I certify that I have audited the financial statements of the Chief Inspector of Criminal Justice for the year ended 31 March 2010 under the Justice (Northern Ireland) Act 2002. These comprise the Net Expenditure Account, the Statement of Financial Position, the Statement of Cash Flows, the Statement of Changes in Taxpayer's Equity and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

Respective responsibilities of the Chief Inspector of Criminal Justice, the Chief Executive and auditor

As explained more fully in the Statement of the Chief Inspector of Criminal Justice's and Chief Executive's Responsibilities, the Chief Inspector of Criminal Justice and the Chief Executive as Accounting Officer are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. My responsibility is to audit the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require me and my staff to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the Audit of the Financial Statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Chief Inspector of Criminal Justice's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Chief Inspector of Criminal Justice; and the overall presentation of the financial statements.

In addition, I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income reported in the financial statements have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Opinion on Regularity

In my opinion, in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.



Opinion on financial statements

In my opinion:

- the financial statements give a true and fair view of the state of the Chief Inspector of Criminal Justice's affairs as at 31 March 2010 and of its net expenditure, changes in taxpayers' equity and cash flows for the year then ended; and
- the financial statements have been properly prepared in accordance with the Justice (Northern Ireland) Act 2002 and directions issued thereunder by the Secretary of State for Northern Ireland.

Opinion on other matters

In my opinion:

- the part of the Remuneration Report to be audited has been properly prepared in accordance with the Justice (Northern Ireland) Act 2002 and directions issued thereunder by the Secretary of State for Northern Ireland; and
- the information given in the Management Commentary, included within the Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I report by exception

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records or returns; or
- I have not received all of the information and explanations I require for my audit; or
- the Statement on Internal Control does not reflect compliance with HM Treasury's guidance.

Report

I have no observations to make on these financial statements.

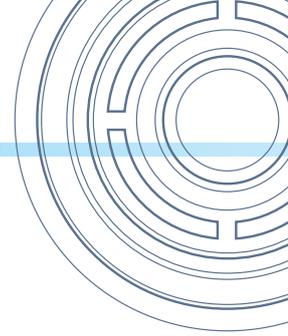
Amyas C E Morse

Comptroller and Auditor General
National Audit Office
157-197 Buckingham Palace Road
Victoria
London
SW1W 9SP
Date: 6 July 2010

Net Expenditure Account for the year ended 31 March 2010

	Note	2009-10 £	2008-09 Restated £
Expenditure			
Staff costs	4	879,321	853,313
Depreciation and amortisation	5	62,124	65,853
Other expenditures	5	487,262	502,373
		<u>1,428,707</u>	<u>1,421,539</u>
Income			
		-	-
Net expenditure			
		<u>1,428,707</u>	<u>1,421,539</u>
Cost of capital	5	4,484	7,841
Net expenditure after cost of capital charge			
		<u><u>1,433,191</u></u>	<u><u>1,429,380</u></u>

Figures for 2008-09 have been restated in line with International Financial Reporting Standards.



Statement of Financial Position as at 31 March 2010

	Note	2010 £	2009 Restated £	1 April 2008 Restated £
Non-current assets:				
Property, plant and equipment	7	282,861	299,567	349,087
Intangible assets	8	24,925	9,100	5,730
Total non-current assets		<u>307,786</u>	<u>308,667</u>	<u>354,817</u>
Current assets:				
Trade and other receivables	10	14,321	17,535	20,193
Cash and cash equivalents	11	184,175	101,324	2,405
Total current assets		<u>198,496</u>	<u>118,859</u>	<u>22,598</u>
Total assets		<u>506,282</u>	<u>427,526</u>	<u>377,415</u>
Current liabilities				
Trade and other payables	12	202,849	189,353	108,405
Total current liabilities		<u>202,849</u>	<u>189,353</u>	<u>108,405</u>
Assets less liabilities		<u>303,433</u>	<u>238,173</u>	<u>269,010</u>
Taxpayers' equity				
Revaluation reserve		43,749	37,850	33,419
General reserve		259,684	200,323	235,591
		<u>303,433</u>	<u>238,173</u>	<u>269,010</u>

Figures for 2008-09 have been restated in line with International Financial Reporting Standards.

Brendan McGuigan

Chief Executive and Accounting Officer

23 June 2010

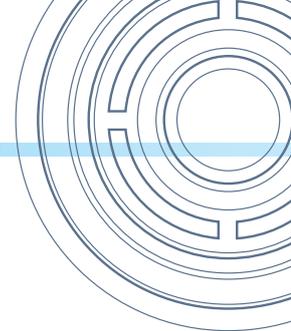
The notes on pages 66 to 79 form part of these accounts.

Statement of Cash Flows for the year ended 31 March 2010

	Note	2009-10 £	2008-09 Restated £
Cash flows from operating activities			
Net expenditure after cost of capital and interest		(1,433,191)	(1,429,380)
Depreciation and amortisation	5	62,124	65,853
Net (gain)/loss on revaluation	5	(1,455)	1,528
Loss on disposal of property, plant and equipment	5	56	-
Adjustments for cost of capital charge	5	4,484	7,841
Adjustments for notional personnel costs	5	6,393	2,418
Decrease in trade and other receivables		3,214	2,658
Increase in trade payables		13,496	80,947
Net cash outflow from operating activities		<u>(1,344,879)</u>	<u>(1,268,135)</u>
Cash flows from investing activities			
Purchase of property, plant and equipment	7	(33,718)	(3,354)
Purchase of intangible assets	8	(13,792)	(8,592)
Proceeds of disposal of property, plant and equipment		240	-
Net cash outflow from investing activities		<u>(47,270)</u>	<u>(11,946)</u>
Cash flows from financing activities			
Grant-in-aid from parent department	6	1,475,000	1,379,000
Net financing		<u>1,475,000</u>	<u>1,379,000</u>
Net increase in cash and cash equivalents in the period		<u>82,851</u>	<u>98,919</u>
Cash and cash equivalents at the beginning of the period	11	<u>101,324</u>	<u>2,405</u>
Cash and cash equivalents at the end of the period	11	<u>184,175</u>	<u>101,324</u>

Figures for 2008-09 have been restated in line with International Financial Reporting Standards.

The notes on pages 66 to 79 form part of these accounts.



Statement of Changes in Taxpayers' Equity for year ended 31 March 2010

	Note	General Reserve £	Revaluation Reserve £	Total Reserves £
Balance at 31 March 2008		257,236	33,419	290,655
Changes in accounting policy		(21,645)	-	(21,645)
Restated balance at 1 April 2008		<u>235,591</u>	<u>33,419</u>	<u>269,010</u>
Changes in taxpayers' equity for 2008-09				
Net gain on revaluation of property, plant and equipment		-	9,284	9,284
Release of reserves to the Net Expenditure Account:	5			
Non-cash charges - cost of capital		7,841	-	7,841
- notional personnel costs		2,418	-	2,418
Transfers between reserves		4,853	(4,853)	-
Retained Deficit		(1,429,380)	-	(1,429,380)
Total recognised Income and expense for 2008-09		<u>(1,414,268)</u>	<u>4,431</u>	<u>(1,409,837)</u>
Grant from Parent	6	1,379,000	-	1,379,000
Balance at 31 March 2009		200,323	37,850	238,173
Changes in taxpayers' equity for 2009-10				
Net gain on revaluation of property, plant and equipment		-	8,255	8,255
Net gain on revaluation of intangible assets		-	4,319	4,319
Release of reserves to the Net Expenditure Account:	5			
Non-cash charges - cost of capital		4,484	-	4,484
- notional personnel costs		6,393	-	6,393
Transfers between reserves		6,675	(6,675)	-
Retained Deficit		(1,433,191)	-	(1,433,191)
Total recognised Income and expense for 2009-10		<u>(1,415,639)</u>	<u>5,899</u>	<u>(1,409,740)</u>
Grant from Parent	6	1,475,000	-	1,475,000
Balance at 31 March 2010		<u>259,684</u>	<u>43,749</u>	<u>303,433</u>

Figures for 2008-09 have been restated in line with International Financial Reporting Standards.

The notes on pages 66 to 79 form part of these accounts.

Notes to the Accounts

1. Statement of accounting policies

These financial statements have been prepared in accordance with the 2009-10 Financial Reporting Manual (FReM) issued by HM Treasury. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of CJI for the purpose of giving a true and fair view has been selected. The particular policies adopted by CJI are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

a) Accounting convention

These accounts have been prepared under the historical cost convention modified to account for the revaluation of property, plant and equipment and intangible assets.

The accounts are stated in sterling, which is CJI's functional and presentational currency. Unless otherwise noted, the amounts shown in these financial statements are in pounds sterling (£).

b) Capital charge

A charge, reflecting the cost of capital utilised by CJI, is included in the Net Expenditure Account. The charge is calculated at the real rate set by HM Treasury (currently 3.5%) on the average carrying amounts of all assets less liabilities.

c) Pensions

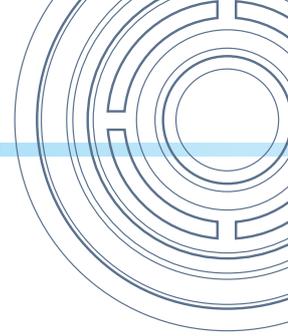
Past and present employees are covered by the provisions of the Principal Civil Service Pension Schemes (PCSPS) which are described in the Salary and Pension Entitlements section of the Remuneration Report. The defined benefit elements of the schemes are unfunded and are non-contributory except in respect of dependants' benefits. The organisation recognises the expected cost of these elements on a systematic and rational basis over the period during which it benefits from employees' services by payment to the PCSPS of amounts calculated on an accruing basis. Liability for payment of future benefits is a charge on the PCSPS. In respect of the defined contribution elements of the schemes, the organisation recognises the contributions payable for the year.

d) Staff costs

Under IAS19, Employee Benefits, all staff costs must be recorded as an expense as soon as the organisation is obligated to pay them. This includes the cost of any untaken leave as at the year end.

e) Operating leases

Assets leased under operating leases are not recorded on the Statement of Financial Position. Rental payments are charged directly to the Net Expenditure Account.



Notes to the Accounts

f) Notional personnel costs

The accounts include a notional charge in respect of services provided by the NIO on behalf of CJI. The calculation is based on a formula for unit cost per person multiplied by CJI's staff numbers.

g) Grant-in-aid

CJI is funded by Grant-in-Aid from the NIO, request for resources 1. Grant-in-aid matches CJI's cash needs, is accounted for on a cash basis as financing and is reflected in Taxpayers' Equity.

h) Property, plant and equipment

Expenditure on property, plant and equipment is capitalised if it is intended for use on a continuous basis. Property, plant and equipment is valued at current replacement cost by using the Price Index Numbers for Current Cost Accounting published by the Office for National Statistics. Any gain on revaluation is credited to the Net Expenditure Account to the extent that it reverses a revaluation loss on the same asset previously recognised in that Account. Other gains are credited to the Revaluation Reserve. Losses arising on revaluation are taken to the Revaluation Reserve unless they exceed previous revaluation gains in which case they are taken to the Net Expenditure Account.

i) Depreciation

Depreciation is provided on property, plant and equipment on a straight-line basis to write off the cost or valuation evenly over the asset's anticipated life as follows:

Office Refurbishment	-	ten years
Computer Equipment	-	five years
Furniture and Office Equipment	-	up to fifteen years

The Office Refurbishment life is set to correlate with the lease on the premises.

j) Intangible assets

Intangible assets which comprise computer software and software licenses are valued at current replacement cost by using the Price Index Numbers for Current Cost Accounting published by the Office for National Statistics. Any gain on revaluation is credited to the Net Expenditure Account to the extent that it reverses a revaluation loss on the same asset previously recognised in that Account. Other gains are credited to the Revaluation Reserve. Losses arising on revaluation are taken to the Revaluation Reserve unless they exceed previous revaluation gains in which case they are taken to the Net Expenditure Account.

Software licenses are amortised on a straight line basis over their estimated useful lives of five years.

k) Value added tax

CJI is not eligible to register for VAT and all costs are shown inclusive of VAT.

l) Revaluation reserve

The revaluation reserve reflects the unrealised balance of the cumulative indexation revaluation adjustments to non current assets

Notes to the Accounts

m) Accounting standards, interpretations and amendments to published standards adopted in the year ended 31 March 2010

CJI implemented IFRS 1 First-time Adoption of International Financial Reporting Standards (IFRS) with the date of transition to IFRS being 1 April 2008 for the purposes of preparing the opening IFRS statement of financial position.

The following standard had a material impact on the financial statements:

- IAS 19 Employee Benefits

Details of the financial impact of this standard are contained in Note 2. Any adjustments arising from differing accounting policies resulting from the application of IFRS for the first time have been taken through the General Fund.

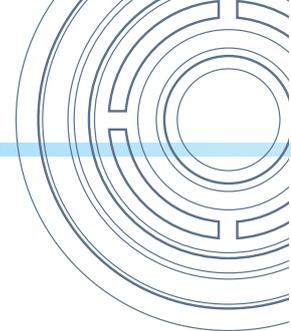
The remaining standards, interpretations and amendments to published standards that became effective during 2009-10 have been reviewed and none were found to be relevant to the operations of the organisation.

n) Accounting standards, interpretations and amendments to published standards not yet effective

Certain new standards, interpretations and amendments to existing standards have been published that are mandatory for accounting periods beginning on or after 1 April 2010 or later periods, but which have not been adopted early. Other than as outlined in the table below, CJI considers that these standards will not be relevant to its operations.

Standard	Description of revision	Application date	Comments
IAS 7	Statement of Cash Flows - Amendments resulting from April 2009 Annual Improvements to IFRSs	Annual periods beginning on or after 1 January 2010	Clarification that only cash flows resulting in the recognition of an asset can be classified as investing activities. Unlikely to lead to change.
IAS 24	Related Party Disclosures - Revised definition of related parties	Annual periods beginning on or after 1 January 2011	Inclusion of a partial exemption for government-related entities. Given that the FReM interprets the related party requirements significantly to reduce the disclosure on transactions between public sector entities it is unlikely that this will have significant impact.

In addition, CJI has considered the additional or revised accounting standards and new (or amendments to) interpretations contained within the Government Financial Reporting Manual (FReM) 2010-11. Other than as outlined in the table below, the Department considers that these changes will not be relevant to its operations.



Notes to the Accounts

n) Accounting standards, interpretations and amendments to published standards not yet effective (continued)

Chapter in FReM 2010-11	Area affected	Description of revision	Comments
11	Net expenditure	The removal of cost of capital charging from accounts.	Applies to all public sector bodies. Guidance issued by HM Treasury means that this change is budgetary neutral. No impact on the Department other than disclosure.

The application date for these FReM changes is 1 April 2010.

2. First time adoption of IFRS

	General Fund £	Revaluation Reserve £
Taxpayers' equity at 1 April 2008 under UK GAAP	257,236	33,419
Adjustments for:		
IAS19 Employee Benefits – Accrued untaken leave	(21,645)	-
Taxpayers' equity at 1 April 2008 under IFRS	235,591	33,419
Taxpayers' equity at 31 March 2009 under UK GAAP	223,277	37,850
Adjustments for:		
IAS19 Employee Benefits – Accrued untaken leave	(22,954)	-
Taxpayers' equity at 1 April 2009 under IFRS	200,323	37,850
Net Expenditure for 2008-09 under UK GAAP		1,428,071
Adjustments for:		
Accrued untaken paid leave		1,309
Net Expenditure for 2008-09 under IFRS		1,429,380

Notes to the Accounts

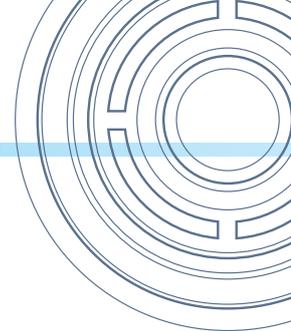
3. Analysis of net expenditure by segment

In the opinion of the Management Board, CJI operates only one reportable segment and all income and expenditure as shown in the Net Expenditure Account is attributable to the overall services provided by CJI. All CJI's financing is derived from the NIO through grant-in-aid and all services undertaken are within Northern Ireland. All non-current assets are located in Northern Ireland.

4. Staff numbers and related costs

Staff costs comprise:

	2009-10	2008-09
	£	Restated £
Permanently employed staff		
Wages and salaries	681,852	672,803
Social security costs	59,941	55,855
Other pension costs	136,552	124,655
Total permanently employed staff costs	878,345	853,313
Other staff		
Temporary staff costs	976	-
Total staff costs	879,321	853,313



Notes to the Accounts

4. Staff numbers and related costs (continued)

Pension arrangements

For 2009-10 employers' contributions of £115,734 (2008-09: £114,010) were payable to PCSPS (NI) at one of four rates in the range of 16.5% to 23.5% (2008-09: 16.5% to 23.5%) and PCSPS at one of four rates in the range 16.7% to 24.3% (2008-09: 17.1% to 25.5%) of pensionable pay, based on salary bands. The scheme's Actuary reviews employer contributions every four years following a full scheme valuation.

Additional pension contributions of £20,818 were paid in the year (2008-09: £10,645 for the period 1 September 2008 to 31 March 2009) on behalf of the Chief Inspector to a personal pension scheme not linked to the PCSPS (NI) or PCSPS.

The contribution rates are set to meet the cost of the benefits accruing during 2009-10 to be paid when the member retires, and not the benefits paid during this period to existing pensioners.

The remuneration report on page 52 to 55 contains detailed pension information.

Average number of persons employed

The average number of whole-time equivalent persons employed during the year was as follows.

	2009-10	2008-09
Permanently employed staff		
Management	2	2
Inspectors	6.83	5.75
Inspection Support	1.42	2
Media and Communications	1	1
IT Systems Administrator	1	1
Business Support	2.66	3
Personal Assistant	1	1
Temporary staff	-	-
Total	15.91	15.75

Notes to the Accounts

5. Other Expenditure

	2009-10	2008-09
	£	Restated £
Accommodation	110,765	116,691
Printing, stationery, postage and publications	91,032	97,594
Rentals under operating leases		
- Buildings	76,533	73,763
- Other	356	2,563
Inspections	68,643	75,896
Professional advisers	40,760	29,837
Computer consumables	26,299	25,206
Travel and subsistence	15,311	17,382
Training	14,169	15,006
Conference fees	13,547	22,339
Auditor remuneration - audit fees*	9,700	6,000
Other equipment and expenses	7,078	9,573
Repairs and maintenance	6,813	3,559
Hospitality	1,262	3,018
Non-cash items		
Loss on disposal of property, plant and equipment	56	-
Net (gain)/loss on revaluation	(1,455)	1,528
Notional personnel costs	6,393	2,418
	487,262	502,373
Other non-cash items		
Depreciation and amortisation	62,124	65,853
Cost of Capital charges	4,484	7,841
Total	553,870	576,067

* Audit fees for 2009-10 include £3,400 for the audit of the shadow IFRS accounts which was conducted in 2009-10. No equivalent work was conducted during 2008-09.



Notes to the Accounts

6. Grant-in-aid

	2009-10	2008-09
	£	Restated £
HMG		
Grant-in-aid received from the Northern Ireland Office, Request for resources 1, for revenue expenditure	1,427,490	1,367,053
HMG		
Grant-in-aid received from the Northern Ireland Office, Request for resources 1, for capital expenditure	47,510	11,947
Total Grant-in-aid received	1,475,000	1,379,000

7. Property, plant and equipment 2009-10

	Refurbish- ment Costs £	Furniture and Fittings £	Office Equipment £	Computer Equipment £	Total £
Cost or valuation					
At 1 April 2009	467,111	37,102	29,034	42,036	575,283
Additions	-	1,231	-	32,487	33,718
Disposals	-	-	-	(2,398)	(2,398)
Revaluation	(877)	(72)	1,588	18,477	19,116
At 31 March 2010	466,234	38,261	30,622	90,602	625,719
Depreciation					
At 1 April 2009	215,267	11,478	15,081	33,890	275,716
Charged in year	45,941	2,486	5,008	5,639	59,074
Disposals	-	-	-	(2,102)	(2,102)
Revaluations	(491)	(26)	1,099	9,588	10,170
At 31 March 2010	260,717	13,938	21,188	47,015	342,858
Net book value at 31 March 2010	205,517	24,323	9,434	43,587	282,861
Net book value at 31 March 2009	251,844	25,624	13,953	8,146	299,567

CJI owns all its assets and had no finance leases or PFI contracts in the current or prior year.

Property, plant and equipment are valued at current replacement cost by using the Price Index Numbers for Current Cost Accounting published by the Office for National Statistics.

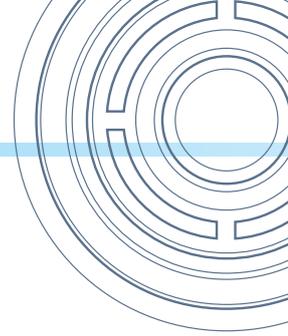
Notes to the Accounts

7. Property, plant and equipment (continued)

2008-09

Restated

	Refurbish- ment Costs £	Furniture and Fittings £	Office Equipment £	Computer Equipment £	Total £
Cost or valuation					
At 1 April 2008	452,124	35,912	28,238	42,408	558,682
Additions	-	-	-	3,354	3,354
Disposals	-	-	-	-	-
Revaluation	14,987	1,190	796	(3,726)	13,247
At 31 March 2009	467,111	37,102	29,034	42,036	575,283
Depreciation					
At 1 April 2008	163,894	8,716	9,020	27,965	209,595
Charged in year	44,467	2,394	5,647	8,929	61,437
Disposals	-	-	-	-	-
Revaluations	6,906	368	414	(3,004)	4,684
At 31 March 2009	215,267	11,478	15,081	33,890	275,716
Net book value at 31 March 2009	251,844	25,624	13,953	8,146	299,567
Net book value at 31 March 2008	288,230	27,196	19,218	14,443	349,087



Notes to the Accounts

8. Intangible fixed assets

Intangible assets comprise software licenses and the associated implementation costs purchased.

2009-10	Total
	£
Cost or valuation	
At 1 April 2009	24,229
Additions	13,792
Disposals	-
Revaluation	9,740
At 31 March 2010	47,761
Amortisation	
At 1 April 2009	15,129
Charged in year	3,050
Disposals	-
Revaluations	4,657
At 31 March 2010	22,836
Net book value at 31 March 2010	24,925
Net book value at 31 March 2009	9,100

Intangible assets are valued at current replacement cost by using the Price Index Numbers for Current Cost Accounting published by the Office for National Statistics

Notes to the Accounts

8. Intangible fixed assets (continued)

2008-09

Restated

	Total £
Cost or valuation	
At 1 April 2008	17,784
Additions	8,592
Disposals	-
Revaluation	(2,147)
At 31 March 2009	24,229
Amortisation	
At 1 April 2008	12,054
Charged in year	4,416
Disposals	-
Revaluations	(1,341)
At 31 March 2009	15,129
Net book value at 31 March 2009	9,100
Net book value at 31 March 2008	5,730

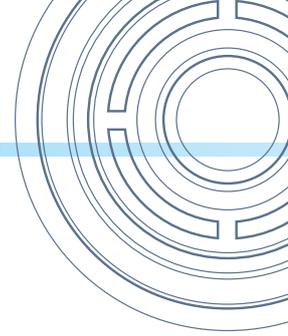
9. Financial instruments

As the cash requirements of CJI are met through Grant-in-Aid provided by the NIO, financial instruments play a more limited role in creating and managing risk than would apply to a non-public sector body. The majority of financial instruments relate to contracts to buy non-financial items in line with CJI's expected purchase and usage requirements and CJI is therefore exposed to little credit, liquidity or market risk.

10. Trade receivables and other current assets

	2009-10 £	2008-09 £	1 April 2008 £
Trade Receivables	-	-	-
Prepayments and accrued income	14,321	17,535	20,193
	<u>14,321</u>	<u>17,535</u>	<u>20,193</u>

All trade receivables and other current assets are falling due within one year.



Notes to the Accounts

11. Cash and cash equivalents

	2009-10 £	2008-09 £	1 April 2008 £
Balance at 1 April	101,324	2,405	102,229
Net change in cash and cash equivalent balances	82,851	98,919	(99,824)
Balance at 31 March	<u>184,175</u>	<u>101,324</u>	<u>2,405</u>
The following balances at 31 March were held at:			
Commercial banks and cash in hand	<u>184,175</u>	<u>101,324</u>	<u>2,405</u>
Balance at 31 March	<u>184,175</u>	<u>101,324</u>	<u>2,405</u>

12. Trade payables and other current liabilities

	2009-10 £	2008-09 Restated £	1 April 2008 Restated £
Amounts falling due within one year:			
Trade payables	23,117	93,349	79,750
Accruals and deferred income	179,732	96,004	28,655
	<u>202,849</u>	<u>189,353</u>	<u>108,405</u>

There are no amounts falling due after more than one year.

13. Capital commitments

At 31 March 2010 there were no capital commitments contracted for (2008-09 – none).

14. Losses and special payments

There were no losses or special payments during the 12 months ended 31 March 2010 (2008-09 – none).

Notes to the Accounts

15. Commitments under leases

Operating leases

Total future minimum lease payments under operating leases are given in the table below for each of the following periods.

	2009-10	2008-09
	£	£
Buildings:		
Not later than one year	-	-
Later than one year and not later than five years	319,061	-
Later than five years	-	397,199
	<u>319,061</u>	<u>397,199</u>
Other:		
Not later than one year	700	1,751
Later than one year and not later than five years	3,027	1,098
Later than five years	-	-
	<u>3,727</u>	<u>2,849</u>

Finance leases

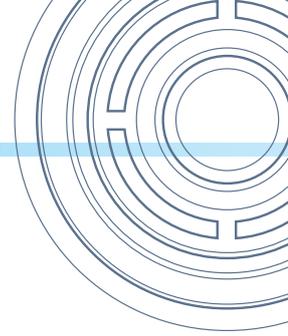
There were no finance lease commitments at 31 March 2010 (2008-09 – none).

16. Events after the reporting period

On 12 April 2010, policing and justice functions in Northern Ireland were devolved to the Northern Ireland Assembly and the Department of Justice came into existence as a Northern Ireland Department. From this date, the lead policy responsibility for Criminal Justice Inspection Northern Ireland transferred from the Northern Ireland Office to the Department of Justice.

The 2009-10 financial statements have been prepared on the basis that Criminal Justice Inspection Northern Ireland was an executive Non-Departmental Public Body of the Northern Ireland Office for the entire financial year and these will be laid in Parliament. There is no impact on the 2009-10 financial statements arising from the transfer of functions to the Northern Ireland Assembly on 12 April 2010.

The Annual Report and Accounts were authorised for issue by the Accounting Officer on the same date as they were certified by the Comptroller and Auditor General.



Notes to the Accounts

17. Related party transactions

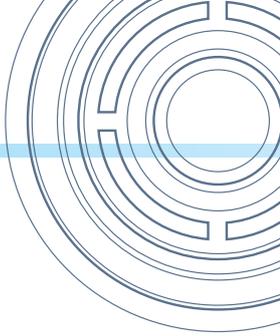
CJI is a Non-Departmental Public Body (NDPB) and is sponsored by the NIO. The NIO is considered to be CJI's ultimate controlling party. The NIO is regarded as a related party. During the accounting period CJI has had various material transactions with the NIO.

In addition, CJI has had various transactions with other government departments and with HM Chief Inspector of Prisons and HM Chief Inspector Crown Prosecution Service Inspectorate.

No Management Board member, key manager or other related party has undertaken any material transactions with CJI during the year ended 31 March 2010.

18. Going concern

Grant-in-aid funding for the financial year 2010-11 has been agreed and the function of the organisation will continue to operate in the same manner following devolution. Therefore, the financial statements for the year ended 31 March 2010 have been prepared on a going concern basis.





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