



## New Deputy Chief Inspector appointed

**James Corrigan has been appointed as CJI's new Deputy Chief Inspector and Chief Executive.**

James took up his new position from the end of August 2013 having previously undertaken the role on a temporary basis from September 2012.

Prior to this James spent nearly eight years as an Inspector with CJI during which he has led on a number of influential inspection reports on avoidable delay within the criminal justice system and single agency inspections on Forensic Science Northern Ireland and the State Pathology Department.

"I am delighted to have been appointed as CJI's new Deputy Chief Inspector and Chief Executive and look forward to working closely with Brendan, the inspection and support team to deliver the 2013-14 inspection programme," said James.

"I also look forward to working collaboratively with the agencies and organisations CJI inspects to ensure the value and contribution of CJI's independent inspection reports in helping deliver improvements within the criminal

justice system," he said.

Having previously undertaken a number of efficiency inspections focused on improving procurement and making better use of consultants, James believes this knowledge and understanding will be beneficial in undertaking the role of Accounting Officer for CJI.

"In the current economic climate the need to ensure finance and resources are used wisely/prudently to deliver the optimum return for the organisation and for the public purse is essential," said the Deputy Chief Inspector.

"In many ways this increases the need for CJI's inspection work to highlight areas of best practice and opportunities where agencies and organisations can deliver efficiencies.

"Our reports must encourage organisations to think imaginatively and change where required, the way they deliver their services to further improve their contribution to the criminal justice system."



**James Corrigan**

In conclusion James said: "I am keen to ensure CJI plays its part in this process and over the incoming years, maximises the resources it has to hand while continuing to deliver a high quality meaningful inspection programme, which will assist the agencies and organisations that contribute to the criminal justice system to meet these challenges they face now and in the future.

"We also need to ensure that effective corporate governance structures are maintained." ■

# Chief Inspector speaks of involvement with justice awards

**“I was delighted to have been asked by the Minister to participate on the judging panel for the 2013 Justice in the Community awards” said CJI’s Chief Inspector, Brendan McGuigan.**

Launched on 25 June 2013 the aim of the awards is to raise the profile of the criminal justice system and to recognise the exceptional achievements of the unsung heroes whose efforts within communities are often not recognised.

“Nominations were sought for awards targeted towards those individuals or teams engaged in direct contact with local communities, with an emphasis on members of the public and volunteers/staff in voluntary and community groups, but also embracing the work of the statutory sector staff who are community exemplars” explained Brendan.

“This includes those exceptional individuals or teams who have ‘gone the extra mile’ in their work with victims, witnesses, defendants or offenders for the benefit of the wider community and in supporting the delivery of justice.”



Pictured above with the Minister of Justice David Ford, MLA and Chief Inspector Brendan McGuigan are Baroness May Blood and Patricia Lewsley-Mooney, Northern Ireland Commissioner for Children and Young People. The panel was chaired by Gareth Johnston, Head of Criminal Justice Policy and Legislation Division within the Department of Justice.

The closing date for nominations was 13 September and at the awards ceremony on 6 November the Minister of Justice made three Justice Champion

awards to North Belfast football coach Paul Hamilton; Mel Wiggins and Laura Wylie, founders of Craigavon ACT (Active Communities Against Human Trafficking) and Ewan Morgan and Elizabeth Kimmins for their work in the Newry City area through Community Restorative Justice Ireland.

Each award winner received a commemorative crystal trophy and an award to the value of £500 for equipment or services to benefit their local community. ■

## CJI publishes Annual Report and Accounts for 2012-13

**Criminal Justice Inspection Northern Ireland (CJI) is pleased to report that it has once again received a clean audit certificate from Kieran Donnelly, the Comptroller and Auditor General of the Northern Ireland Audit Office (NIAO) as part of its Annual Report and Accounts for 2012-13.**

“I am delighted to report that once again CJI’s financial statements have been deemed to be satisfactory by the NIAO and that CJI was able to complete the audit and annual report within a very challenging timeframe in order to meet faster closing requirements,” said Brendan McGuigan.

In addition to CJI’s financial statements the report also tracks the progress of

the Inspectorate during the financial year and incorporates a brief summary of the inspection reports and action plans/follow-up reviews published by the organisation.

The report was laid before the Northern Ireland Assembly before the summer recess and can be downloaded from the CJI website - [www.cjini.org](http://www.cjini.org).

# Finding the balance

**CJI's inspection report on PSNI workforce modernisation was published in Spring 2013. 'Finding the balance: matching human resources with priorities in the Police Service of Northern Ireland' acknowledged the workforce reform initiatives of recent years, such as Resource to Risk, which have helped the service to protect front line policing, particularly in a period of austerity and the ongoing challenges around parading and security.**

Looking forward, the Inspectorate called on the PSNI to take steps to better match its workforce to meet future policing needs of the community, so that existing performance levels can be sustained and improved on. This will require a movement away from the historical allocation of resources. Inspectors welcomed the commencement of demand and

resource modelling within districts and recommended that this approach should now be applied across the entire organisation.

There was also a need, as part of longer term workforce planning, to address skills gaps within the organisation and introduce clearer succession planning arrangements. This approach would provide opportunities for staff development and reduce the likelihood of PSNI reliance on the use of temporary staff.

The report further highlighted the benefits of benchmarking PSNI performance against other police forces and public bodies as a means of identifying good practice and areas for improvement. Inspectors stressed the need to define and quantify the parts of the business which are more unique to Northern Ireland (i.e. mainly the work



on security), which will facilitate a more valid comparison of other costs.

Sustaining and building upon current achievements will also require a closer partnership with other criminal justice organisations so that limited resources are best deployed in areas such as criminal justice diversions, file quality, court attendance and fine enforcement. A full copy of the report is available at [www.cjini.org](http://www.cjini.org).

## CJI secondment 'a learning experience' for Prison Governor

**Northern Ireland Prison Service (NIPS) Governor, John McColl, completed an eight week secondment at CJI in June 2013, leaving with a new found knowledge of the justice sector.**

Speaking on his experience at CJI, John said "Being with CJI, even only for this short time, has enabled me to develop a strategic awareness of the organisation and the wider criminal justice system, outside the Prison Service.

"I have worked for the NIPS for over 29 years but being at CJI enhanced my ability to appreciate how Northern Ireland's justice agencies operate and interact with each other."

Complimenting the CJI team, John said he felt included in CJI's inspection work and a genuine benefit from the networking and research experience he gained during his secondment.

"Working with the Inspectors, I was meeting and interviewing individuals that I would not normally come across in my role as Maghaberry Governor and at times, I was exposed to completely new fields of work, continually feeling that I had learned a lot."

Thanking John McColl for his hard work during the secondment, Chief Inspector Brendan McGuigan said "It was a pleasure welcoming John, with his wealth of prison experience and



**John McColl**

knowledge, to our small team. I wish him all the very best for the future and look forward to working with him again." ■



# Former New Zealand Chief Judge visits CJI



CJI welcomed Sir David Carruthers, former Chief Judge of the District Court in New Zealand and newly appointed head of the Independent Police Conduct Authority to its Belfast office in Spring 2013.

Sir David is a strong advocate of restorative justice and a supporter of the rights of victims in criminal justice proceedings.

In a wide ranging discussion during his visit on 14 May, Sir David shared his experience of issues that resonated with the CJI team; not least that intractable delay in the criminal justice sector appears universal. The rising prison population in New Zealand and the desire to expand community policing also found common ground with CJI Inspectors.

Over the course of his long and distinguished career, Sir David chaired the New Zealand Parole Board and was a Principal Judge of the Youth Court. He supports the use of restorative justice in schools and believes the process should begin long before an offender enters the legal system, which chimed with the findings of CJI's recent publication looking at early youth interventions.

CJI's Chief Inspector, Brendan McGuigan, thanked Sir David for his insight and refreshing viewpoint whilst reflecting that the criminal justice system faces similar problems in every jurisdiction. ■

# PPS delivering high quality decisions but more investment needed in training

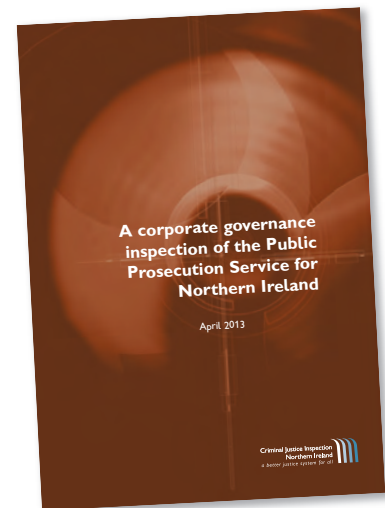
CJI completed a recent review of corporate governance arrangements within the Public Prosecution Service for Northern Ireland (PPS). The overall assessment of the inspection team was that the governance structures and associated processes within the PPS provided a sound governance framework to introduce further improvements and deliver their ultimate aim of providing a first class prosecution service.

Since its inception in 2003, the PPS has delivered very high quality legal decision making - a testimony to the professionalism and commitment of its staff. Although the PPS had responded well to the challenges it faced, there was a need to focus on business and efficiency related issues whilst meeting the pressure to drive improvements in service delivery, the needs of stakeholders and reducing costs.

Inspectors found that prosecutors received insufficient management training and not enough was being done to transition the tools of business to the legal environment, and business plans needed to be more outcome focused.

Inspectors recommended that the PPS benchmark its work against other prosecution bodies and incorporate greater use of performance management information alongside greater accountability from operational managers.

A review of the quality of decision making indicated compliance with the Prosecutors' Code in 96% of cases with some caveats around the timeliness of decisions and some



issues raised about the management of case files. As for prosecuting cases, this inspection rated the PPS prosecutors as competent, although there were some examples where performance could be improved and Inspectors recommended a more comprehensive and reliable assessment process be implemented. The expansion of the Higher Court Advocate Scheme was seen as a positive development and Inspectors looked forward to the launch of a clear strategy to implement this.

Performance in the Crown Court was deemed to be of a higher standard and Inspectors found that independent Counsel provided a high quality of service.

The report concluded that the PPS emerged from a major development process as a body capable of delivering the legal elements of its services to a high standard, but now faced a series of challenges that required a different approach. A greater investment in training its senior managers to improve service delivery and to secure improved outcomes, as indeed has been the case in other jurisdictions, should form part of the PPS development plans. ■

# CJI Inspector appointed as Prisoner Ombudsman for Northern Ireland

On 21 May 2013 the Minister of Justice, David Ford MLA, announced the appointment of CJI Inspector Tom McGonigle as Prisoner Ombudsman for Northern Ireland, with effect from 1 June 2013.

Tom worked with CJI since 2005, having transferred in from the Social Services Inspectorate. He has undertaken a wide range of inspection work since then, concentrating on the areas of public protection, prisons, probation, criminal justice voluntary sector and youth justice.

Chief Inspector Brendan McGuigan said “Tom will not be lost entirely to CJI as he will continue with us for one day per week. The Prisoner Ombudsman is a four day per week post and it has been agreed that he will undertake CJI inspection duties on the fifth day. His CJI role will not involve any prison work and during 2013-14 will comprise deputy lead inspector on police discretion, fixed penalties and adult safeguarding inspections.”



Speaking on his appointment Tom McGonigle said “I am pleased to accept the important post of Prisoner Ombudsman for Northern Ireland. It is an added bonus to be retaining a degree of involvement with CJI which has become established as an influential criminal justice organisation. Eight years with the Inspectorate have helped

the transition into my new role as Prisoner Ombudsman, and I look forward to a mutually beneficial relationship between the two organisations in the years ahead.”

CJI wish Tom well in his new post and look forward to ongoing contact with him in his new office. ■

## Inspector visits Macedonia

CJI Inspector Bill Priestley was invited to visit Skopje, FYR Macedonia by the Council of Europe project on Capacity Building of the Law Enforcement Agencies for Appropriate Treatment of Detained and Sentenced Persons.

The aim of the visit was to conduct an assessment of the framework for prevention of ill treatment and the effective investigation of complaints against the police.

Bill spent two days in Skopje on 10 and 11 July 2013. The first day consisted of visits to police and Ministry of the

Interior establishments. Bill examined complaint files among other documents and conducted interviews with a wide range of senior officials, investigators and other practitioners within the Sector for Internal Control and Professional Standards (SICPS).

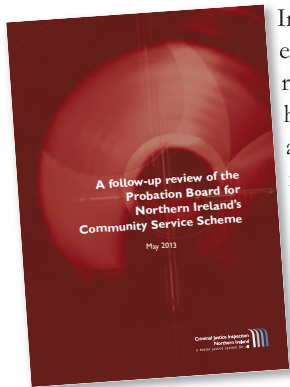
On the second day Bill was joined by the leading consultant for the visit, Council of Europe expert Mr Eric Svanidze, and visited two police stations in Skopje to gather further assessment evidence. Bill’s visit concluded with interviews of the Assistant to the Minister of the Interior and with senior officials in the Bureau for Public Safety.



Bill provided the Council of Europe with a short assessment report based on his visit. This was presented to the FYR Macedonia Minister of the Interior in late September. ■

# Community Service

**A follow-up review of the Probation Board for Northern Ireland's community service scheme published in May 2013 found the organisation had worked diligently to address the recommendations made by CJI in its original full inspection published March 2010.**



Inspectors found that eight of the 2010 recommendations had been fully achieved, with a further six partially achieved, while one further recommendation was assessed as no longer relevant.

The community service workload had increased significantly, with almost 250,000 community service hours

provided during 2011-12, which was worth over £1.5m when calculated against the National Minimum Wage rate of £6.19 per hour.

Inspectors found the effectiveness of community service had improved in terms of its direct impact on offenders: there had been an 18% increase in the number of offenders commencing work within 10 days of an Order being made; and 99% of offenders were instructed to work more than five hours per week by the PBNI. Where this was not achieved, the contributing factors and reasons were almost exclusively beyond the PBNI's control, such as an offender's sickness or an individual being returned to custody.

This inspection confirmed that the Probation Board took their work seriously and were striving for excellence, investing tangible resources



in delivering suitable alternatives to custody. In doing so they had continued to improve the co-operation of offenders, with the aim of making Northern Ireland a safer place. ■

## CJI staff join together following accommodation move

**In August 2013 CJI staff combined its inspection and business support functions on one floor of its existing accommodation at 14 Great Victoria Street, Belfast.**

The move was prompted by the desire of the organisation to foster greater cohesion and develop greater understanding between staff working within the organisation and to maximise the use of the 2013-14 budget.

“CJI has been considering decanting from two floors to one for some time and when an opportunity to do so presented itself in-year, we felt it was an opportunity we could not turn down. The savings released in terms of our ongoing accommodation costs we

felt would also be put to better use in delivering our inspection programme,” said CJI's Deputy Chief Inspector James Corrigan.

The move was completed in a six week timescale with CJI operating from its new base on the 7th floor of 14 Great Victoria Street with effect from 11 August 2013.

“CJI's business support team and inspection staff were enthusiastic about moving to one floor from the start, and the effort put into the practical side of making it happen in such a short space of time was down to significant effort made in terms of liaising with CJI's sponsor division, DoJ Personnel and Office Services Division, the DoJ

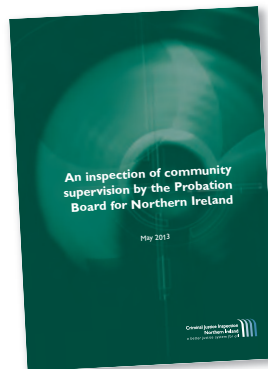
Estates Strategy Team based at Financial Services Division, DFP Property Division, Land and Property Services, the Departmental Solicitors' Office, landlords' agents and CJI's key services providers taking place behind the scenes,” said James.

CJI staff look forward to continuing to offer visitors to its Great Victoria Street offices a warm welcome and would highlight that all contact telephone numbers and email addresses remain unchanged. CJI's postal address has been amended to 7th floor, 14 Great Victoria Street, Belfast, BT2 7BA. ■



# Effective PBNI assisting delivery of public safety and reduced re-offending

In the first half of 2013-14 CJI published its first comprehensive review of probation practice in Northern Ireland. The inspection considered how the Probation Board for Northern Ireland (PBNI) supervises offenders within the community. Chief Inspector Brendan McGuigan said that the report was one of the most positive CJI had produced on any criminal justice agency since the Inspectorate was established in 2004.



The report highlighted that supervising offenders in the community represents a significant proportion of the overall work of the probation service which is carried out by probation officers and probation service officers across the whole of Northern Ireland. It also acknowledged the essential work in this area in ensuring that offenders are supervised effectively to support their rehabilitation, particularly where they pose a significant risk to the community following their release from prison.

The inspection showed the PBNI to be an effective organisation which understands and accepts its role in delivering public safety and reducing reoffending. The inspection report made three recommendations designed to further reduce risk and deliver practice completeness. ■

The inspection was undertaken by CJI, with support from colleagues in Her Majesty's Inspectorate of Probation in England and Wales (HMI Probation). During fieldwork, a review of 100 cases where individuals were being supervised within the community was carried out by CJI and HMI Probation Inspectors, supported by PBNI area managers who were trained as assessors. Probation practice was evaluated to establish how often specific areas of work, such as risk of harm assessments, likelihood of

re-offending assessments and compliance, and enforcement work, reached the level of quality sought by the inspection team.

The inspection found that on many occasions the standards applied in Northern Ireland exceed those in place in England and Wales. In each of the three key areas, the PBNI was found to exceed the average percentage scores for similar work carried out in English and Welsh probation regions.

## NICTS makes significant improvements in court orders and achieves 99.2% accuracy

**CJI completed an inspection on the administration of court orders by the Northern Ireland Courts and Tribunals Service (NICTS) in September 2013.**

The inspection assessed the accuracy of recording court orders and appraised the systems for quality assurance and review of court orders. An earlier 2010 CJI report highlighted weaknesses in the administrative arrangements governing court orders and raised specific concerns about the accuracy of Sexual Offences Prevention Orders.

This latest inspection reported the number of detected errors in the 12 months to September 2012 at 0.8% (2,756 errors out of 357,409 orders). Alongside this overall assessment, Inspectors reviewed a recent assessment of SOPOs and found that out of 132 orders issued, there were five errors (3.8%) each of which was quickly rectified without any serious adverse outcomes.

The investment by the NICTS in the development of its systems and its interfaces with other criminal justice

agencies has delivered this significant improvement. Although an accuracy rate of 100% for all orders remains the ultimate goal, it should be a priority target in cases where a person's liberty is at stake, or where conditions for release must be applied. The report did not make any specific recommendations, although a small number of areas for improvement were agreed with the NICTS. ■

# Public disorder needs partnership approach across justice system

In June 2013 CJJI published an inspection report into the criminal justice system's preparedness for prolonged or exceptional public disorder. The report urged the justice system in Northern Ireland to focus on the development of a partnership approach to address the issues arising from prolonged and exceptional events of public disorder. The inspection was carried out during February and March 2013 when preparations were underway for the G8 summit in County Fermanagh, and plans were being made for the parading season, as well as other significant events.

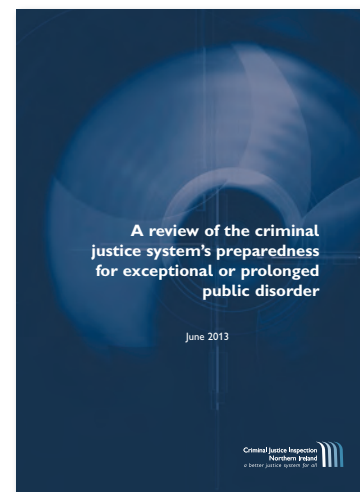
During their assessment Inspectors found that significant effort and preparation was being applied by the Police Service of Northern Ireland (PSNI) in the run up to specific events during the summer of 2013. However, the report highlighted a need for a more effective response from the wider criminal justice system to support the rule of law.

Inspectors noted that public confidence in the criminal justice system's ability to deal efficiently and effectively with disorder, and expeditiously deal with those who seek to destabilise society, must be regarded as a central tenet of that system. The public needed to be reassured that all agencies were working together and the

consequences of disorder were seen more swiftly by local communities and by offenders.

To address the issues Inspectors recommended a critical incident contingency strategy aimed at providing a co-ordinated and swift response across the justice system to incidents of exceptional or prolonged public disorder which may have an adverse impact on public confidence.

Inspectors also recommended the Department of Justice should produce proposals, as part of its work on fairer faster justice, for how matters of exceptional public interest, such as widespread/serious public disorder, could be fast-tracked through the criminal justice process.



Finally, Inspectors welcomed the work recently undertaken by the PSNI to increase its operational resilience, particularly in light of the overall reduction in officer numbers as a result of the implementation of the Patten reform process. They also however, urged the organisation to conduct a more rigorous and comprehensive strategic threat and risk assessment for public order which would include wider strategic issues such as workforce composition, finance and other demands. ■

## Work commences on 2014-15 Business Plan

**Criminal Justice Inspection has commenced work to develop its Business Plan for the 2014-15 financial year.**

As part of its continual engagement with stakeholders from across the criminal justice system, CJJI met with representatives of the voluntary and community sector and academia in November and December to discuss potential themes and inspection topics for its next Inspection programme.

These meetings were supported by individual meetings between the Chief

Inspector and the heads of the various core criminal justice agencies within CJJI's remit and local political representatives.

"CJJI welcomes the opportunity to engage with those who we inspect and those from the political, voluntary/community and academic sectors who contribute to the criminal justice sector," said Deputy Chief Inspector James Corrigan.

"As with previous years we have benefited from these meetings and will be considering the issues raised as

we formulate our Inspection programme develop our business plan and set our objectives and targets for the next financial year."

The 2014-15 Business Plan will be made available on the CJJI website - [www.cjini.org](http://www.cjini.org) - after it has been submitted and approved by the Minister of Justice. Copies of previous Business Plans/Corporate Plans including the 2012-13 Business Plan can be found under 'Publications' on the CJJI website. ■