



**Business Plan**  
**2010-11**



# Business Plan 2010-11

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## Introduction

**I am pleased to present Criminal Justice Inspection Northern Ireland's (CJI's) Business Plan for 2010-11. The Business Plan sets out what inspection work we propose to undertake this year.**

The individual topics for inspection have been subject to external consultation as part of our corporate planning process, and many arise from the issues identified in our previous inspection work. The focus of the inspection programme is to work with justice agencies in the raising of standards and to provide independent and impartial assurance to Ministers and the wider community, on the working of the justice system.

The dissemination of the inspection work is of critical importance and the Business Plan also sets out how we propose to communicate the work that CJI undertakes. I would like the work of CJI to be widely read and debated to help inform and shape the direction of the justice system here.

In delivering our work, we also place great store on developing partnership arrangements with colleagues in order to maximise the skills available to undertake the inspection programme and, to help reduce the administrative burden of inspection upon the justice system. In addition, our plan covers specific organisational goals to meet our statutory requirements and improve the structure of the inspection process.

Finally, I welcome comments from all stakeholders on the work of CJI and the contribution that we make to the development of the justice system in Northern Ireland. In the forthcoming year I will make a conscious effort to obtain feedback on our work.

*Michael Maguire*

**Dr Michael Maguire**  
Chief Inspector of Criminal Justice in Northern Ireland  
July 2010



# The Criminal Justice System

## The Government's Aim

The Department of Justice (DoJ) was established on 12 April 2010 by the Department of Justice Act (Northern Ireland) 2010 which facilitated the transfer of policing and justice powers to the Northern Ireland Assembly.

The DoJ has a range of devolved policing and justice functions which are set out in the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010.

The role of the Department is to support the Minister of Justice to help keep the people of Northern Ireland safe.

The Department, alongside the six core criminal justice organisations and a number of arms length bodies, is responsible for ensuring there is a fair and effective justice system in Northern Ireland and for increasing public confidence in that system.

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

- Northern Ireland Courts and Tribunals Service (NICTS);
- Northern Ireland Prison Service (NIPS);
- Police Service of Northern Ireland (PSNI);

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- Probation Board for Northern Ireland (PBNI);
  - Public Prosecution Service for Northern Ireland (PPS);
  - Youth Justice Agency (YJA); and
  - Department of Justice (DoJ).

The purpose of the criminal justice system in Northern Ireland is 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. Its aims are to:

- 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.

It is anticipated that an addendum to the Northern Ireland Executive's Programme for Government dealing with justice and the key priorities of the Department of Justice will be published in the near future.



## The role of CJi

CJi contributes to the Department of Justice's aims by improving public confidence in the criminal justice system. It will do so by assisting the criminal justice agencies in Northern Ireland to become more efficient and effective, and by ensuring that they are fair and equitable in all their policies and operations.

CJi's formal accountability is to the Minister of Justice. Prior to the devolution of policing and justice functions on 12 April 2010, CJi's formal accountability was to the Secretary of State for Northern Ireland.

The strategic objectives of CJi are to:

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

## Business Objectives 2010-11

The business objectives of CJI for 2010-11 are stated below. Throughout the financial year CJI will work to:

- conduct a series of planned inspections;
- conduct a series of planned follow-up inspections/ action plan reviews;
- increase engagement with stakeholders in the criminal justice system;
- increase awareness of CJI within the justice system;
- fulfill its statutory requirements;
- maintain a sound system of financial control;
- secure external certification for its Quality Management System; and
- support the Inspectorate through an effective communications programme.



## 2009-10 Business Plan Objectives and Targets

This Business Plan covers the period 1 April 2010-31 March 2011. Performance against the objectives and targets outlined in this Business Plan will be accounted for in the 2010-11 Annual Report.

### **Objectives for 2010-11**

The strategic aims and objectives of CJI are described in the 2009-12 Corporate Plan.

The specific objectives and targets for 2010-11 are as follows. CJI aims to complete them, unless otherwise stated, by the end of the financial year.

### **Inspection Programme**

#### ***Objectives***

*To conduct a series of inspections within the legislative remit of CJI and to make the findings of these inspections publicly available.*

*To conduct a series of follow-up reviews of inspections carried out by CJI and to make the findings of these follow-up reviews publicly available.*

### **Targets**

- *To present 15 inspection reports to the Minister of Justice for permission to publish during the financial year.*
- *To publish five action plan/inspection follow-up reviews on the CJI website - [www.cjini.org](http://www.cjini.org) - during the financial year.*
- *To commence those inspections listed in the Business Plan within the 2010-11 financial year.*

### **Communication Activity**

#### **Objectives**

*To support the Inspectorate in all its publications in accordance with its legislative requirements.*

*To increase engagement with key stakeholders.*

*To increase awareness of CJI's contribution to the criminal justice system.*

#### **Targets**

- *To publish by laying before the Northern Ireland Assembly, all inspection reports within 15 working days of receiving written permission to publish from the Minister of Justice, subject to the restrictions of the Assembly timetable.*
- *To publish by laying before the Northern Ireland Assembly, CJI's Annual Report and Accounts for 2010-11 before 30 September 2011.*

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- *To obtain feedback on CJI's work from the heads of the main criminal justice agencies, the Minister of Justice for Northern Ireland, the Lord Chief Justice, the Attorney General for Northern Ireland, the Advocate General for Northern Ireland, and the justice representatives of the main political parties, at least once during the 2010-11 financial year.*
  - *To publish within the 2010 -11 financial year, four editions of CJI's newsletter The Spec.*
  - *To run a Stakeholder Conference in the 2010-11 financial year.*
  - *To publish and circulate within six weeks of the conference an overview of the Conference proceedings to all conference participants and other stakeholders.*

## **Corporate Business**

### **Objectives**

- *To fulfil the statutory requirements placed upon CJI by the Northern Ireland Assembly and UK Government.*
- *To maintain a sound system of financial control.*
- *To obtain external certification for a Quality Management System within the 2010-11 financial year.*

## **Targets**

- *To publish within the first 12 weeks of the start of the new financial year, a Business Plan for that year which has been approved by the Minister of Justice.*
- *To seek ISO 9001 certification for CJ.*
- *To process all payments within 10 days of receipt of a valid invoice or request for payment in line with UK Government recommendations.*
- *To seek to respond within 20 working days to all requests for information made to CJ under the Freedom of Information Act 2000.*
- *To respond to all Assembly or Parliamentary Questions within 10 working days or the specific timeframe advised by the Department of Justice.*
- *To seek a clean audit certificate from the Comptroller and Auditor General for Northern Ireland for the 2010-11 accounts.*

## CJI Inspection Programme 2010 -11

Inspection	2010									2011		
	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
PSNI Customer Service		X	X	X	X							
Youth Diversion		X	X	X	X							
Public Protection Arrangements			X	X								
Communication with Victims and Witnesses (V&W)				X	X	X	X	X				
PPS Giving of Reasons and Communication with V&W					X	X	X					
Cost of Legal Fees						X	X	X				
Securing Attendance at Court						X	X	X				
PSNI Call Management							X	X	X	X		
Resettlement Strategy for Offenders							X	X	X			
PPS Corporate Governance Review								X	X	X		
PBNI Inspection of Pre-Sentence Reports									X	X		
Youth Offending Interventions									X	X	X	
Progress in Causeway										X	X	X
PSNI Workforce Modernisation										X	X	X
Corporate Governance Review Legal Services Commission											X	X
YJA Announced Inspection of Woodlands JJC											X	X
Unannounced Inspection of Prison												
Unannounced Inspection of Woodlands												
Unannounced Inspection of Approved Premises												

Please note: The timetable is subject to amendment by CJI and at the request of the inspected organisations or to enable the Inspectorate to undertake work requested in-year by the Minister of Justice.

## Action Plan/Follow-Up Inspection Reviews scheduled for 2010-11

CJI plans to undertake the following reviews during 2010-11.  
They are:

- Roads Policing;
- Youth Conference Service;
- Enforcement within the Department of the Environment (DoE);
- Handling of complaints by the criminal justice system;
- Policing with the Community;
- The impact of Section 75 of the Northern Ireland Act 1998 on the criminal justice system;
- Anti-Social Behaviour Orders;
- Police Custody arrangements;
- Corporate Governance in the Youth Justice Agency; and
- Training and development within the Northern Ireland Prison Service.

## Resources – Finance, Staffing, Engagement with Other Inspectorates

CJI is financed by grant-in-aid from the Department of Justice.  
The proposed budget for CJI for 2010-11 is £1.506m

### Budget and staffing

A summary of CJI's costs in relation to its budget for 2010-11 is as follows:

	£'s
Salaries/staff costs	960,000
Other staff costs	36,000
External staff costs	61,800
Accommodation etc.	377,200
Non-cash costs	71,000
<b>TOTAL</b>	<b>1,506,000</b>

## Staffing

CJI comprises the following staff:

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

Following the devolution of policing and criminal justice matters, the staffing levels of the Inspectorate will be kept under constant review.

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

The men and women who work for the Inspectorate are CJI's most valuable asset. To this end, the Chief Inspector and Deputy Chief Inspector are committed to providing a harmonious working environment, where individual needs are an organisational priority and where personal self-development is encouraged. All staff



members have a part to play in helping set the standards and future direction of the Inspectorate and to this end, general staff meetings are held on a monthly basis.

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

CJI also makes use of staff seconded from other Inspectorates, consultants and stand-by Inspectors as and when required. Unless there is a sustained and substantial increase in the workload, CJI will aim to cover any increase in demand by calling on these external resources and by reprioritising and rescheduling work.

### **Working in partnership**

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

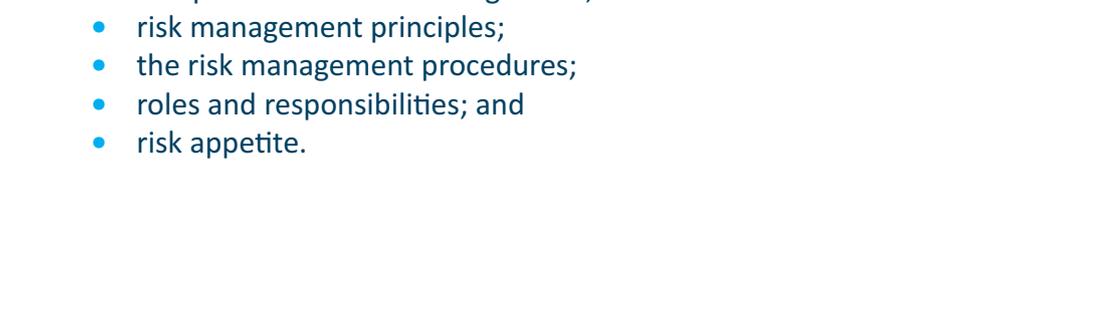


CJI has by statute a close relationship with HM Inspectorates of Constabulary, Prisons, Probation, Crown Prosecution Service and the Inspectorate of Court Administration. It also works with the Education and Training Inspectorate (Northern Ireland), the Regulation and Quality Improvement Authority (Northern Ireland), the Northern Ireland Human Rights Commission and the Commissioner for Children and Young People in Northern Ireland. All of these are significant partners and stakeholders in CJI. A number of the inspections and reviews proposed in the 2010-11 Business Plan will involve partner Inspectorates.

Protocols and Service Level Agreements have been agreed with the majority of the agencies within the criminal justice system in Northern Ireland. In addition, Service Level Agreements have been signed between the Inspectorate and the Northern Ireland Audit Office, the Education and Training Inspectorate, the Regulation and Quality Improvement Authority, and HM Inspectorate of Prisons.

The Chief Inspector continues to actively encourage secondment opportunities from both the criminal justice agencies and other oversight bodies. For example, in 2009-10 a member of the Northern Ireland Prison Service undertook a six-week secondment with CJI as part of a management development opportunity. The secondment involved the individual working with CJI's Inspection Team on the inspection of Avoidable Delay.

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



## Corporate governance and risk management within CJJ

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

Risk management is a key element of the CJJ corporate governance framework which helps to ensure objectives are more likely to be achieved in a controlled manner. CJJ's policy is to ensure that effective risk management processes improve the quality of decision making and the ability to deliver. The management team has adopted the Government's recommended approach to risk management which encompasses:

- the objectives of CJJ's risk management arrangements;
- compliance with risk management;
- risk management principles;
- the risk management procedures;
- roles and responsibilities; and
- risk appetite.



Management of risk is the responsibility of all staff in the organisation, and the whole team is involved in identifying potential risks to the organisation's ability to deliver its objectives. CJI has in place a risk management policy and risk register which is reviewed on a tri-annual basis.

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

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

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

The main risks in practice (shown in more detail in Table One) are seen as:

**Personnel risk:** The danger of losing key staff, with the associated loss of expertise.

**Reputational risk:** The danger that CJI might be seen as partisan in its approach.



**Relations with the agencies:**

The danger that agencies may fail to offer reasonable co-operation and that CJI may get into protracted debates about draft reports which delay their publication.

**Relations with the community:**

The danger that voluntary and community-based organisations may be unwilling to engage impeding CJI's programme of outreach.

In each case, including other less likely but also potentially damaging risks, CJI has developed plans with the participation of all staff, to reduce or negate the impact.

**Table One: Category and nature of risks with potential to impact on CJ operations (July 2010)**

Category of Risk	Nature of Risk
<b>1. CJ Infrastructure</b>	<ul style="list-style-type: none"> <li>• Loss of building/associated facilities for a sustained period.</li> <li>• Failure to comply with health and safety requirements.</li> <li>• Breaches of accommodation and/or systems security.</li> <li>• CJ IT system collapses or network is unavailable.</li> <li>• Litigation risks.</li> <li>• Changes in legislation/devolution.</li> <li>• Ineffective information/communication management.</li> </ul>
<b>2. Resources</b>	
<b>(a) Human</b>	<ul style="list-style-type: none"> <li>• Danger of losing key inspection staff, with the associated loss of skills and criminal justice system experience.</li> <li>• Danger of losing key support staff, with the associated loss of skills and criminal justice system experience.</li> <li>• Lack of development and career opportunities within CJ.</li> <li>• Poor level of staff morale.</li> <li>• Staff absence (Inspection and Business Support).</li> </ul>
<b>(b) Financial</b>	<ul style="list-style-type: none"> <li>• Insufficient budget to deliver required inspection service.</li> <li>• Ineffective financial management and housekeeping.</li> <li>• Risk of fraud.</li> </ul>

Category of Risk	Nature of Risk
<p><b>3. Negative impact on reputation of CJI:</b></p> <ul style="list-style-type: none"> <li>• breach of confidence;</li> <li>• political perception;</li> <li>• probity/integrity; and</li> <li>• professionalism.</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient support and buy-in from agencies.</li> <li>• Loss of goodwill with members of the Criminal Justice Board.</li> <li>• Lack of political understanding and support of the Inspectorate’s aims and objectives.</li> <li>• Lack of public confidence in CJI’s work and remit.</li> <li>• CJI seen as partisan in its approach.</li> <li>• Inspectorate’s reports and recommendations not viewed as adding value to improve performance within the criminal justice system.</li> <li>• Conduct of staff fails to meet the standard of those in public life.</li> </ul>
<p><b>4. Working relationships with criminal justice agencies and the voluntary and community sector.</b></p>	<ul style="list-style-type: none"> <li>• Criminal justice agencies become unco-operative and do not effectively engage within the inspection process.</li> <li>• Report clearance to Minister becomes protracted and causes delay.</li> <li>• Report publication becomes protracted and causes delay.</li> <li>• Lack of awareness of aims/objectives/vision of CJI.</li> <li>• Voluntary and community-based organisations may be unwilling to engage with the Inspectorate, impeding CJI’s programme of outreach.</li> <li>• CJI viewed as bureaucratic/remote and not independent of Government.</li> </ul>



Category of Risk	Nature of Risk
<b>5. Inspection Process</b>	<ul style="list-style-type: none"><li>• Lack of professional approach could result in poor quality of inspection and report.</li><li>• Poor project management of inspections could reduce impact and appropriateness of recommendations.</li><li>• CJI receives adverse comment and publicity with potential loss of credibility linked to inspection activity/reports.</li></ul>

