



# BUSINESS PLAN

## 2011-12



# Business Plan 2011-12

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# Introduction

I am pleased to present Criminal Justice Inspection Northern Ireland's (CJI's) Business Plan for 2011-12. The Business Plan sets out what new inspections we propose to commence this year as well as our targets for communications and operational activity.

In any one year our inspection activity is made up of two separate elements. There are those inspections commenced in the previous financial year which will be completed in the current year and, those inspections which will commence during 2011-12 but will not be completed until 2012-13. This is the rationale for CJI setting two separate targets in the Business Plan in relation to our inspection work.

The topics for inspection were initially subject to external consultation as part of our corporate planning process and a more recent 'stock take' of our proposed inspection agenda. This 'stock take' involved discussions with the Minister of Justice, David Ford MLA; the Attorney General for Northern Ireland, John Larkin QC; the Lord Chief Justice, the Right Honourable Sir Declan Morgan QC; the Chair and Deputy Chair of the Committee for Justice; Political Party Justice Spokespersons; the heads of the main justice organisations; representatives from oversight and scrutiny bodies; representatives from voluntary and community sector organisations; and representatives from the academic field.

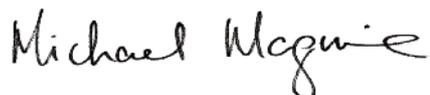
An important message arising from these consultations was that the core inspection agenda remained solid. There were however a number of useful suggestions made regarding adjustments to the Programme. These changes have been reflected in the forthcoming Plan.

The dissemination of our inspection work is of critical importance. This year we propose to place greater emphasis on new communication methods including social media and our website as a means of dissemination. This will help reduce production costs associated with the reports, adopt a greener approach to report production and open up new audiences for the work of the Inspectorate. We will, as always, seek to publish our inspection work and ensure that copies are distributed to those who require them. We have set a number of targets for the communication work of the Inspectorate.

Finally, the Business Plan covers a number of organisational goals including meeting our statutory responsibilities and retention of our recently awarded ISO 9001 certification.

I believe the proposed inspection programme meets our objectives of promoting efficiency and performance improvement in the justice sector, provides independent assurance on the ways in which the system undertakes its business, provides external scrutiny on the treatment of users of the justice organisations, and provides a strong basis for partnership working.

As always, I welcome comments from all stakeholders on the work of CJI and the contribution we make to the development of the justice system in Northern Ireland.



**Dr Michael Maguire**

Chief Inspector of Criminal Justice in Northern Ireland  
June 2011

# The Government's aims for the Criminal Justice System

The Department of Justice (DoJ) was set up on 12 April 2010, established by the Department of Justice Act (Northern Ireland) 2010 facilitating 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. Its role is to support the Minister of Justice to help keep the people of Northern Ireland safe.

Setting out current priorities, the Northern Ireland Executive's Programme for Government 2008-11 describes the Department's objectives as:

- building confidence in policing and justice;
- speeding up justice;
- increasing victims' and witnesses' satisfaction with the criminal justice system;
- publishing an Offender Management Strategy to help reduce re-offending;
- maximising the role of justice in achieving a shared future;
- ensuring adequate resourcing for policing and support efforts to tackle terrorism and organised crime; and
- improving access to justice.

These objectives may be subject to amendment when a new Programme for Government has been published.

The criminal justice system in Northern Ireland is made up of seven main statutory agencies. Together, and along with a number of arms length bodies, these agencies are responsible for ensuring a fair and effective justice system in Northern Ireland and increasing public confidence in that system. The main statutory agencies are the:

- Northern Ireland Courts and Tribunals Service (NICTS);
- Northern Ireland Prison Service (NIPS);
- Police Service of Northern Ireland (PSNI);
- Probation Board for Northern Ireland (PBNI);
- Public Prosecution Service (PPS);
- Youth Justice Agency (YJA); and
- Department of Justice (DoJ).

The purpose of the Criminal Justice System in Northern Ireland (CJSNI) 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. The CJSNI 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.

# Role of CJI

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

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 aims of CJI

The business aims of CJI for 2011-12 are stated below.

Throughout 2011-12 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;
- retain external certification for its quality management system; and
- support the Inspectorate through an effective communications programme.

# Business Plan objectives and targets 2011-12

This Business Plan covers the period 1 April 2011 - 31 March 2012. Performance against the objectives and targets outlined in this Business Plan will be accounted for in the 2011-12 Annual Report.

## Objectives for 2011-12

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

The specific objectives and targets for 2011-12 are as follows, which aim to be completed 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 16 inspection reports to the Minister of Justice for Northern Ireland for permission to publish during the financial year;
- to publish eight action plan/inspection follow-up reviews on the CJI website - [www.cjini.org](http://www.cjini.org) - during the financial year; and
- to commence those inspections listed in the Business Plan within the 2011-12 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 of approval to publish from the Minister of Justice for Northern Ireland, subject to the Assembly timetable;

- to publish by laying before the Northern Ireland Assembly, CJI's Annual Report and Accounts for 2011-12 before 30 September 2012;
- to obtain feedback on CJI's work from the heads of the main criminal justice agencies, the Minister of Justice for Northern Ireland, the Attorney General for Northern Ireland, the Lord Chief Justice and the justice representatives of the main political parties at least once during the 2011-12 financial year;
- to run a Stakeholder Conference in the 2011-12 financial year; and
- to publish within the 2011-12 financial year, three editions of CJI's newsletter 'The Spec' plus an annual stakeholder 'Conference Spec', to be published and circulated within six weeks of the conference providing an overview of the event proceedings to all participants and other stakeholders.

## Corporate business

### Objectives

To fulfil the statutory requirements placed upon CJI by the Northern Ireland Assembly and Government.

To maintain a sound system of financial control.

To retain external certification for a quality management system within the 2011-12 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 for Northern Ireland;
- to retain ISO 9001 certification for CJI;
- to process all payments within 10 days of receipt of a valid invoice or request for payment in line with Government recommendations;
- to seek to respond within 20 working days to all requests for information made of CJI under the Freedom of Information Act 2000;
- to respond to all Assembly Questions made of CJI within 10 working days or the specific timeframe advised by the Department of Justice for Northern Ireland; and
- to seek a clean audit certificate from the Comptroller and Auditor General for Northern Ireland for the 2011-12 accounts.

# CJI Inspection Programme 2011-12

INSPECTION	2011									2012		
	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
<i>Adult Safeguarding</i>	x	x										
NICTS Adequacy of Estate	x	x	x									
PSNI Workforce Modernisation	x	x	x									
<i>Special Measures</i>	x	x	x	x								
<i>Anti-Social Behaviour</i>				x	x	x	x					
<i>Complaints</i>				x	x	x	x					
<i>Persistent Offenders</i>						x	x	x	x			
<i>Early Guilty Pleas</i>								x	x	x		
PPS Corporate Governance									x	x	x	x
<i>Reducing Re-Offending</i>								x	x	x	x	
PPS Quality of Advocacy										x	x	x
PSNI Reducing Bureaucracy									x	x	x	
<i>Sentencing Framework</i>										x	x	x
Announced inspection of Maghaberry Prison												x

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 for Northern Ireland.

*Titles in italics denote thematic studies.*

# Action Plan/Inspection Follow-Up Reviews scheduled for 2011-12

CJI plans to undertake the following reviews during 2011-12.

They are:

- *Mental Health*
- *Enforcement*
- Lifers
- Corporate Governance YJA
- PSNI Policing with the Community
- *Avoidable Delay*
- Vulnerable Prisoners

*Titles in italics denote thematic studies.*

# Resources – Finance, Staffing and engagement with other Inspectorates

CJI is financed by grant-in-aid from the Department of Justice for Northern Ireland. The budget for CJI for 2011-12 is **£1,447,000**.

## Budget

A summary of CJI's costs in relation to its budget for 2011-12 is as follows:

	£'s
Salaries/staff costs	939,000
Other staff costs	30,000
External staff costs	74,800
Accommodation etc.	332,200
Non-cash costs	71,000
<b>TOTAL</b>	<b>1,447,000</b>

## Staffing

In addition to the Chief Inspector, CJI comprises the following staff:

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

Staffing levels within the Inspectorate are kept under constant review.

All staff of CJI, including the Chief Inspector and Deputy Chief Inspector, were recruited externally through open competition. Staff are employed on terms and conditions broadly 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, it will aim to cover any increase in demand by calling on these external resources and by reprioritising and rescheduling work.

## Partnership working

In order to undertake its business effectively CJI requires a close working relationship with a wide range of stakeholders.

Our inspection process is designed to encourage the full engagement of all inspected organisations and we have underpinned this with signed protocols, which set out a formal structure to our inspection process and the publication of our inspection work. Where appropriate, we will seek to update these working arrangements as required.

The Chief Inspector will continue to pursue new working relationships (including possible secondments) to ensure the inspection process is sensitive to the needs of organisations, while at the same time, providing an impartial and independent view of the work that is undertaken. All inspections are undertaken on a 'no-surprises' basis and we will continue to work with organisations in the development and dissemination of Action Plans pre and post-publication of inspection reports. Action Plans will also be published on the CJI website - [www.cjini.org](http://www.cjini.org).

In undertaking our inspection work we aim to involve as wide a range of professional skills as is necessary to complete the inspections. In past years, we have benefited greatly from assistance provided by Her Majesty's Inspectorates of Prisons, Constabulary, Crown Prosecution Service, and Probation. We expect these relationships to continue and will seek to work with other justice sector inspectorates as appropriate. In a local context, we will also work closely with the Education and Training Inspectorate, the Regulation and Quality Improvement Authority and the Northern Ireland Audit Office. Once again, protocols and service level agreements have been raised with the majority of the inspection and regulation bodies to provide a structure to our working relationships. We will continue to use specialist consultants as appropriate for specific pieces of work.

The Chief Inspector will continue to work with all oversight and scrutiny bodies in Northern Ireland who have an interest in the justice system. He will continue to meet with the bodies concerned to help ensure co-ordination and the avoidance of overlap and duplication in the work that we do. We will seek to engage with a wide range of bodies including the Equality Commission, the Northern Ireland Human Rights Commission, the Policing Board for Northern Ireland, the Prisoner Ombudsman, the Northern Ireland Ombudsman, the Office of the Police Ombudsman and the Commissioner for Children and Young People in Northern Ireland. We will also seek to work with organisations within the voluntary and community sector in relation to specific inspection reports and across thematic areas.

The devolution of policing and justice has changed the dynamic of local accountability. The Chief Inspector will continue to brief, as requested, the Minister of Justice, the Attorney General for Northern Ireland and the Northern Ireland Assembly's Committee for Justice on the findings of individual reports and on the major themes emerging from the inspection work.

The Chief Inspector will also continue to seek feedback on the work of the Inspectorate from key stakeholders.

# Corporate Governance and Risk Management

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

Risk management is a key element of the CJI corporate governance framework which helps to ensure objectives are more likely to be achieved in a controlled manner.

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

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

Management of risk is the responsibility of all staff in the organisation, and the whole team is involved in identifying potential risks to the organisation's ability to deliver its objectives. CJI has in place a risk management policy and risk register which is reviewed four times per annum.

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

- risks to staff;
- 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.

CJI also adheres to the Department of Justice's information assurance standards and security policies to ensure that its information systems are protected under the control of authorised users.

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:** Conduct of staff fails to meet the standard of those in public life.

**Relations with the agencies:** Report clearance becomes protracted and causes delay.

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.



Category of Risk	Nature of Risk
<p><b>3. Negative impact on reputation of CJL:</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>• Inspectorate's reports and recommendations not viewed as adding value to improve performance within the criminal justice system; and</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>• Report clearance to Minister of Justice becomes protracted and causes delay;</li> <li>• report publication becomes protracted and causes delay; and</li> <li>• timeliness/relevance of report findings and recommendations lose value due to delays in clearance and permission to publish process.</li> </ul>
<p><b>5. Inspection process</b></p>	<ul style="list-style-type: none"> <li>• Lack of professional approach and poor project management results in poor quality inspection or inappropriate inspection recommendations.</li> </ul>

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[www.cjini.org](http://www.cjini.org)

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

