

Criminal Justice Inspection
Northern Ireland

a better justice system for all



Corporate and Business Plan 2015-16

Criminal Justice Inspection Northern Ireland

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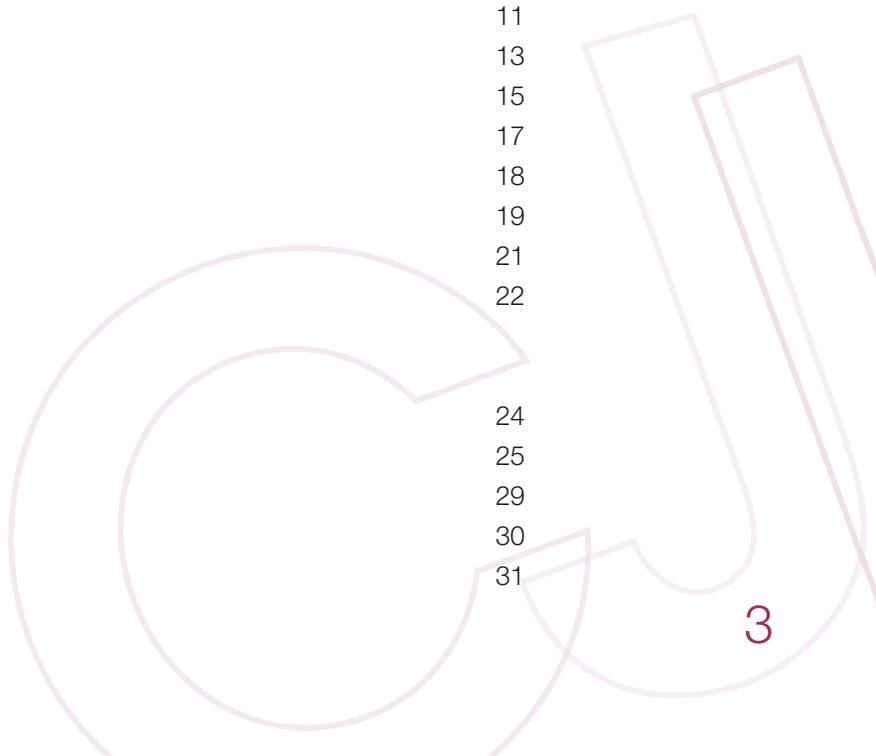
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Foreword by the Chief Inspector of Criminal Justice in Northern Ireland

I am pleased to present the Criminal Justice Inspection Northern Ireland (CJI) Corporate and Business Plan for 2015-16. I will complete a three-year Corporate Plan in 2016 after the Northern Ireland Assembly elections in May 2016 and when a Programme for Government, Ministerial objectives and budgets are known. The Business Plan sets out more precisely the objectives and targets for the second half of the 2015-16 financial year and the resources which CJI propose to deploy to achieve them.

The Business Plan has been the subject of widespread consultation with the heads of the different justice organisations, politicians, the judiciary, the voluntary and community sector and oversight bodies working in the justice area as well as the Minister of Justice, Department of Justice officials and the Attorney General for Northern Ireland. These consultation meetings gave me clear feedback on the work of the Inspectorate and provided a valuable contribution to the development of the inspection programme. As we are an independent inspection body, the final decision concerning the inspection programme has been my own.

The consultation process has been valuable in highlighting some of the key challenges facing the justice system over the next three years. We are all having to manage our organisations with reduced budgets and fewer staff and in that sense, the landscape for criminal justice organisations is changing before our eyes. There are now less police officers to deal with increased levels of reported crime which include cyber crime, human slavery and child exploitation. The Public Prosecution Service for Northern Ireland have fewer staff operating out of a smaller number of offices. The Northern Ireland Courts and Tribunals Service have fewer courthouses dealing with a smaller number of cases. Prisons continue to be the area of greatest risk within our criminal justice system and as we approach the end of the prison reform programme, there is still much to do to achieve cultural change and up-grade of the prison estate to support the drive towards rehabilitation and reducing reoffending.

There will be, in my view, a much greater need for partnership working between criminal justice organisations to lessen the impact of reduced budgets, fewer staff and help deal with the new and emerging threats to our society. It is important, that in making critical decisions which impact on frontline services, full consideration is given to partner organisations particularly those in the voluntary and community sector.

CJI plans to build on the good work that has been achieved to date. We wish to work in partnership with organisations to deliver a high quality, independent and impartial inspection programme working towards our ultimate outcome of building a better justice system for all. That means working collaboratively with organisations, as we have done in the delivery of the inspection programme, to facilitate performance improvement. With a smaller number of more strategic recommendations being made, I will be paying more attention to the development and implementation of action plans arising from inspections and will work with existing governance and accountability arrangements to achieve more effective implementation. We will continue to work with our partner inspection organisations and oversight bodies to ensure a broad skills base is deployed in the delivery of inspections, as well as ensuring consideration of good practice elsewhere in helping to shape recommendations.

As before, CJI is committed to working with justice organisations to provide an honest and independent reflection of the strengths and weaknesses of the justice system. Where possible, we will continue to highlight areas of good practice to provide a basis upon which a shared improvement agenda can be implemented.

I believe that the inspection programme remains relevant, challenging, ambitious and comprehensive. I also consider that the work of the Inspectorate to date, and the relationships we have developed across the justice system and beyond, provides a firm basis for ensuring its successful implementation.



Brendan McGuigan

Chief Inspector of Criminal Justice in Northern Ireland

January 2016

The Government's aim for the Criminal Justice System

The Department of Justice (DoJ) was set up on 12 April 2010. 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 build a fair, just and safer community for the people of Northern Ireland. It is responsible for the resourcing, legislative and policy framework of the justice system.

The Minister has set out a number of themes which encompass the key roles of the Department. They are:

Safer, Shared Communities - working to help build communities with lower levels of crime and anti-social behaviour, where everyone's rights are respected, including examining the steps that can be taken to address problems at interfaces;

Faster, Fairer Justice - looking at how we ensure that everyone in Northern Ireland has access to justice without undue delay, taking particular account of the needs of victims and witnesses; and

Reformed Prisons and Youth Justice System - delivering fundamental reform of the Prison Service, with a professional and well trained workforce; progressing the out-workings of the Youth Justice Review and the Review of Community Sentences.

The Department has lead responsibility for the following Northern Ireland Executive 2011-15 Programme for Government (PfG) commitments:

- to substantially complete the construction of the new Police, Prison and Fire Training College (PfG 53);
- to reduce the level of serious crime (PfG 54 and 55);
- to tackle crime against older and vulnerable people by more effective and appropriate sentences and other measures (PfG 54 and 55);
- to improve community safety by tackling anti-social behaviour (PfG 56 and 68);
- to improve access to justice (PfG 57);
- to actively seek local agreement to reduce the number of 'peace walls' (PfG 56 and 68); and
- to reform and modernise the Prison Service (PfG 69).

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 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 system and to contribute to the reduction and the fear of crime. The criminal justice system in Northern Ireland 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.

The role of CJI

CJI contributes to the DoJ's aims by improving public confidence in the system as a whole through its programme of independent inspections. It will do so by assisting the criminal justice agencies in Northern Ireland to become more efficient and effective, and by ensuring that they are being fair and equitable in all their policies and operations.

CJI's formal accountability is to the Minister of Justice for Northern Ireland and to the Northern Ireland Assembly.

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.

Remit of CJI

CJI has a remit to inspect a wide variety of organisations and bodies under s.46 of the Justice (Northern Ireland) Act 2002, and s.45 of the Justice and Security (Northern Ireland) Act 2007, as amended by Schedule 13 to the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010.

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.¹

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;
- The Northern Ireland Courts and Tribunals Service;
- The Office of the Police Ombudsman for Northern Ireland;
- Forensic Science Northern Ireland;
- The State Pathologist's Department;

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

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- Legal Services Agency Northern Ireland;
 - The Parole Commissioners for Northern Ireland;
 - Community-based restorative justice schemes; and
 - Probation and Bail hostels (Approved Premises).

Other organisations and bodies with a regulatory/prosecutorial role which interface to a greater or lesser degree with the criminal justice system.

- The Child Maintenance and Enforcement Division;
- Health and Social Care Board and Trusts;
- The Department of Enterprise, Trade and Investment;
- The Department of the Environment;
- The Health and Safety Executive for Northern Ireland;
- The Northern Ireland Social Security Agency;
- Royal Mail Group;
- Belfast International Airport Ltd;
- Belfast Harbour Commissioners;
- Larne Harbour Ltd;
- Department of Agriculture and Rural Development - Central Investigation Service; and
- Department of Agriculture and Rural Development - Veterinary Service Enforcement Branch.

Corporate vision, values and mission

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

Vision

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

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

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

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

Values

The Inspectorate's values are summed up as:

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

Mission

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

We will achieve our mission by:

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

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

Method of working

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

CJI will do this in two stages by:

- collecting data in advance, and forming provisional judgments as to the strengths and weaknesses of the organisation; and
- testing those judgments in the inspection, finalising them and turning them, where appropriate, into recommendations.

CJI does not believe that the most productive way to promote improvement is by 'naming and shaming' agencies. There may be occasions when the work of an agency is of such a poor standard and when it shows neither the will, nor the capacity to improve, that the Inspectorate would have no option but to state publicly that the position was unacceptable. But most of the time, CJI will work in partnership with the agencies it inspects, on the basis that their managers share the common aim of improvement.

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

- pursue the purpose of inspection;
- focus on outcomes;
- take a user perspective;
- be proportionate to risk;
- encourage self-assessment by managers;

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- 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 aim of self-assessment is to internalise within agencies the drive towards improvement. The development of a capacity for rigorous and perceptive self-criticism among the management of the agencies, is fundamental from that point of view.

Working in partnership

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**.

In undertaking our inspection work we aim to involve as wide a range of professional skills as is necessary to complete the inspections. In previous 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 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 Northern Ireland Policing Board, the Prisoner Ombudsman, the Northern Ireland Ombudsman, the Office of the Police Ombudsman, the Commissioner for Children and Young People in Northern Ireland and the Commissioner for Older People. 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.

Organisational development

CJI comprises the following staff:

- Chief Inspector;
- Deputy Chief Inspector and Chief Executive (Accounting Officer);
- Five full-time & two part-time Inspectors;
- Business and Communications Manager;
- IT and Security Manager;
- Personal Assistant;
- Business and Communications Support Officer; and
- Business and Administration Support Officer.

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 broadly aligned with 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. 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 other experts as and when required. CJI has also forged a new relationship with Ulster University to enable post-graduate students to be temporarily attached to CJI as interns providing research support to the inspection team. Unless there was a sustained and substantial increase in the workload, it will aim to cover any increase in demand by calling on these external resources and by reprioritising and rescheduling work.

Objectives for the Corporate Planning period

In this planning period (2015-16) CJI will:

- promote efficiency and effectiveness through assessment and inspection to facilitate performance improvement;
- provide assurance to Ministers and the public, on the working of the criminal justice system;
- provide independent scrutiny of the conditions for and treatment of prisoners;
- contribute to the overall effectiveness of the criminal justice system through thematic inspections;
- improve communications between CJI and other inspection bodies including the updating of protocols, memorandum of understandings and service level agreements where appropriate;
- maintain the structured relationship between CJI and the organisations subject to inspection through the establishment of protocols, memorandums of understandings and service level agreements; and
- develop the working practices of the Inspectorate by retaining external validation of CJI work through an accredited quality management system and the inspection management process.

These objectives will be achieved through the:

- delivery of the programme of planned inspections, action plan/inspection follow-up reviews;
- delivery of additional inspections or reviews requested by the Minister;
- publication of the inspection reports;
- completion of all planned action plan/inspection follow-up reviews;
- delivery of high quality information to all stakeholders with an interest in criminal justice matters;
- retention of an accredited quality management system; and
- robust monitoring of the inspection management process.

Communication

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

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

Partnership working

The Inspectorate is committed to working in partnership and drawing on the expertise provided by colleagues from other Inspectorates when it would further enhance the quality of its inspection work. Maintaining and developing existing and new communication channels will ensure CJI can benchmark its inspection findings against best practice in other jurisdictions. This will enable the Inspectorate to maintain the integrity, professional standard and value of its inspection work.

Community engagement

CJI will communicate with the community in Northern Ireland to ensure it understands the concerns of the people of Northern Ireland, and can reflect these concerns in its inspection programme. The Inspectorate endeavours to listen and engage with the community through community outreach and inspection activity, and accepts all suitable invitations to seminars, conferences and to community groups. CJI also engages regularly with criminal justice stakeholders and opinion formers in order to promote dialogue and discussion around significant issues facing the criminal justice system. As part of its engagement activity, CJI regularly meets with political representatives from all parties and other opinion formers in Northern Ireland.

Building public confidence

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

Openness and transparency

CJI communicates the findings of its inspections to the community and stakeholders from across the criminal justice system through its published inspection reports, its website and through its newsletter The Spec. Electronic copies of all material published by CJI are made available on the CJI website – www.cjini.org and can be downloaded. Printed copies of CJI publications can be made available on request.

Finance

CJI is financed by revenue grants from the Department of Justice. Its budget allocation for 2015-16 is £1.118 million which will be utilised as indicated below. This budget allocation may be subject to review and may be reduced during the financial year in light of the pressures faced by CJI's parent department and the NI Executive/NI Government Departments.

Budget and Staffing allocation for 2015-16

	2015-16
Capital	£10,000
Salaries and other staff costs	£893,000
Accommodation and related costs	£43,000
Other costs	£172,000
Total	£1,118,000

Corporate Governance

Governance

The Office of the Chief Inspector of Criminal Justice in Northern Ireland was created under Section 45 of the Justice (Northern Ireland) Act 2002. The current Chief Inspector, Brendan McGuigan was initially appointed by the Minister of Justice in November 2012 and re-appointed for a further final three-year term in November 2015. The Chief Inspector is accountable through the Minister of Justice to the Northern Ireland Assembly, to inspect or ensure the inspection of all aspects of the criminal justice system.

Corporate accountability

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

Executive control

A management team convenes fortnightly, or more often if required, and comprises the Chief Inspector, the Deputy Chief Inspector, the Business and Communications Manager, a representative from the Inspection Team and a representative from Financial Services Division, Department of Justice who provide finance and accountancy services to CJI. CJI's Business Plan is reviewed by the management team quarterly.

Audit and Risk Assurance Committee

An Audit and Risk Assurance Committee fitting for an organisation the size of CJI has been established. It is chaired by an independent chairman, Mr E A Simpson. The Department of Justice (sponsor division and Internal Audit) and the Northern Ireland Audit Office attend the Audit and Risk Assurance Committee meetings in observer status.

Annual Report and Accounts

An Annual Report and Statement of Accounts reporting on the performance and funding of the Office is made to the Minister of Justice and presented to the Northern Ireland Assembly as soon as possible after the close of each financial year. The Annual Report and Accounts can be viewed on the CJI website - www.cjini.org - where it is also available for download.

Risk management

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

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

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

The key risks currently identified for CJI are set out in the Business Plan for the second half of 2015-16 (page 32).

Business aims of CJI

The business aims of CJI for 2015-16 are stated below.

Throughout this period CJI will work to:

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

To achieve these objectives, the Chief Inspector will:

- ensure the inspection of the main agencies of the criminal justice system in Northern Ireland;
- conduct cross-cutting thematic reviews of subjects which involve more than one agency;
- determine CJI's programme of inspection and action plan/inspection follow-up reviews each year in consultation with the Minister of Justice, Secretary of State for Northern Ireland, the Attorney General for Northern Ireland and the Advocate General;
- present inspection reports 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.

Objectives and targets

This Business Plan covers the second half of the financial year (1 October 2015 – 31 March 2016), as the 2014-15 Business Plan and Inspection Programme was developed to cover an 18-month period. Performance against the objectives and targets outlined in this Business Plan will be accounted for in the 2015-16 Annual Report.

Objectives for 2015-16

The strategic aims and objectives of CJI are described in the Corporate Plan. The specific objectives and targets for 2015-16 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.

To engage with all criminal justice organisations to formulate action plans in response to inspection recommendations.

To support the Programme for Government and the priorities of the Minister of Justice for the criminal justice system through the delivery of the CJI inspection programme.

Targets

- *90% of strategic and operational recommendations to be accepted by the inspected organisation(s);*
- *to commence all those inspections listed in the Business Plan within 2015-16;*
- *to increase the proportion of strategic and operational recommendations fully achieved and partially achieved by 5% in comparison to the baseline figure established at the start of April 2014; and*
- *to decrease the proportion of strategic and operational recommendations not achieved by 5% in comparison to the baseline figure established at the start of April 2014.*

COMMUNICATION ACTIVITY

Objectives

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

To maintain engagement with key stakeholders.

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

Targets

- *To publish, by laying before the Northern Ireland Assembly, all inspection reports as soon as is practicable after receiving written permission of approval to publish from the Minister of Justice for Northern Ireland, subject to the Assembly timetable;*
- *to present to the Northern Ireland Assembly all action plan/inspection follow-up reviews and publish this material on the CJI website - www.cjini.org - during the financial year;*
- *to publish, by laying before the Northern Ireland Assembly, CJI's Annual Report and Accounts for 2014-15 before 30 September 2015;*
- *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 2015-16 financial year;*
- *to plan consultation events for a development of a new interim corporate plan and business plan for 2015-16 and exploratory conversations in relation to a new three year corporate plan commencing from 2016-17; three year corporate plan 2016-17 to 2018-19 and business plan for 2015-16 (second half); and*
- *to publish within the 2015-16 financial year, three editions of CJI's newsletter 'The Spec' on the CJI website - www.cjini.org - and electronically circulate this material to key 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 a quality management system within the 2015-16 financial year.

Targets

- *To publish a Business Plan for the second half of the 2015-16 year which has been approved by the Minister of Justice for Northern Ireland;*
- *to maintain a quality management system within CJI;*
- *to process all payments within 10 days of receipt of a valid invoice or request for payment in line with Government recommendations in partnership with Financial Services Division, DoJ and AccountNI;*
- *to seek to respond within 20 working days to all requests for information made to 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 DoJ for Northern Ireland; and*
- *to seek a clean (unqualified) audit certificate from the Comptroller and Auditor General for Northern Ireland for the 2014-15 accounts.*

Inspection programme 2015-16

Inspections	2015									2016		
	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
The availability and use of management and performance information across the CJS			X	X	X	X	X	X				
Reducing Offending Partnerships						X	X	X	X	X	X	
Equality and Diversity monitoring by the criminal justice agencies										X	X	X
Drugs Enforcement	X	X	X	X	X	X	X	X				
Cyber Crime											X	X
Business Crime								X	X	X	X	X
Oversight of PRT Recommendations	X	X	X	X	X	X	X	X	X	X	X	X
Prison Inspection Maghaberry Prison										X	X	X
DARD CIU			X	X	X	X	X	X				
Follow-Up Reviews/ Action Plan Reviews												
Telling them why (PPS Giving of Reasons)	X	X	X	X	X	X						
The management of life & indeterminate sentenced prisoners in Northern Ireland	X	X	X	X	X	X	X					
Anti-social behaviour		X	X	X	X	X	X					

* The chart shows the provisional phasing of the proposed work programme for 2015-16, some of which was listed in the 18-month Inspection programme published in the 2014-15 Business Plan. It is always subject to modification in the course of the year, as new requirements arise (for example, ministerial requests) and projects have to be re-assessed and re-prioritised.

The programme reflects consultation with stakeholders who include the Minister of Justice and the Justice Committee, political parties, the leaders of the main criminal justice agencies, other oversight and regulatory bodies, voluntary and community sector organisations and academia.

Engagement with other Inspectorates

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

CJI will be working with HMIP, ETI and RQIA on the Optional Protocol to the Convention Against Torture (OPCAT) reviews that may need to be carried out.

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

CJI will refund the cost of visiting Inspectors where possible and have made budget provision for that purpose in 2015-16.

Corporate governance and risk management within CJI

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

Inherent and residual risk management is a key element of the CJI corporate governance framework which helps to ensure objectives are more likely to be achieved in a controlled manner. CJI has in place a risk management policy and risk register which is reviewed four times a year. 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.

The management of risk is the responsibility of all staff in the organisation, and the whole team is involved in identifying potential risks to the organisation's ability to deliver its objectives. The current risk analysis has examined a wide range of possible threats/risks to the Inspectorate. These include:

- recurring annual budget cuts together with in-year reductions undermines the range and depth of inspections; and
- the loss of CJI staff capacity including skills/knowledge;

These inherent and residual 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 inherent and residual risks and minimise possible disruption to the Inspectorate's operations.

The main inherent and residual risks in practice at the start of the financial year (shown in more detail in the CJI Risk Register (please see www.cjini.org) are seen as:

- **Legal/Regulatory Risk:** Risk of fraud.
- **Operational Risk:** Danger of loss of CJI staff capacity including skills/knowledge.
- **Reputational Risk:** Perceived loss of independence in relation to work of the Inspectorate; CJI produces flawed inspection report/follow-up review.
- **Financial/Value for Money Risk:** Recurring annual budget cuts together with in-year reductions undermines the range and depth of inspections.

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.





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