

Business Plan **2005 - 2006**

Introduction

This Business Plan covers the last 12 months of CJI's initial corporate planning period, running to March 2006. In October 2005 CJI will begin the preparation of a new three-year Corporate Plan covering the period from April 2006 to March 2009. The Corporate Plan will be subject to extensive consultation before it is submitted to the Secretary of State and the Attorney General for their approval.

This Plan follows the outline in CJI's Prospectus and initial Corporate Plan, but reflects further learning on the part of the organisation and helpful consultation with interested parties at the Stakeholder Conference in January 2005.

It begins by setting out CJI's statutory basis and the Government aims to which it relates; describes CJI's own aims and mission; then sets out a programme of work intended to further those aims. It explains how CJI will be resourced and how it will manage its budget. It concludes with a set of selected targets reflecting key objectives for the year ahead.

At this time last year, CJI consisted of two people: the Chief Inspector and his Secretary, in a government office at Stormont. Now it is a fully functioning organisation with a staff of 16 – regularly supplemented by visiting Inspectors from England and Wales – in its own premises, engaged in a demanding programme of work.

The programme is ambitious, but it cannot be otherwise, for there is a great deal to be done. CJI has recruited a strong team of Inspectors, Assistant Inspectors and support staff, and there is a real appetite to engage with the issues of efficiency, effectiveness and even-handedness in the Northern Ireland criminal justice system, as envisaged by the Criminal Justice Review.

CJI believes that its method of working – inspecting against a common framework known as the 'common core' and working with the agencies rather than against them – is proving its value. Each inspection starts with self-assessment, and the process thereafter is one of dialogue, resulting in an agreed Action Plan.

Agencies are bound to find the approach challenging, but that is as it should be. There is a massive programme of much needed change in progress in the criminal justice system in Northern Ireland, and CJI is determined to play its part in helping to ensure that the momentum is maintained.

Background

The Agreement reached in Belfast on Good Friday 1998 provided for a “wide-ranging review of criminal justice (other than policing and those aspects of the system relating to the emergency legislation) to be carried out by the British Government through a mechanism with an independent element, in consultation with the political parties and others”. The aims of the criminal justice system (CJS) were, it said:

1. “to deliver a fair and impartial system of justice to the community;
2. to be responsive to the communities concerns, and encouraging community involvement where appropriate;
3. to have the confidence of all parts of the community; and
4. to deliver justice efficiently and effectively.”

The Review, which reported in March 2000, “noted the importance of inspection as a tool for holding criminal justice agencies to account for their actions and for the proper expenditure of public resources”. It also “noted the views it heard in the course of the consultation process in relation to inspection. All those who commented on the issue believed that inspection of criminal justice functions was both necessary and desirable. There was some disagreement over whether individual agencies should have their own inspection arrangements or whether there should be a single, all-embracing and independent criminal justice inspectorate”.

The Review concluded that in the political and institutional context of Northern Ireland envisaged by the Belfast Agreement, the balance of arguments favoured the creation of a single, independent criminal justice inspectorate. It therefore recommended the creation of a statute-based, independent Criminal Justice Inspectorate, which should:

- be responsible for ensuring the inspection of all aspects of the criminal justice system other than the courts;
- be funded by the Minister for Justice and that the Chief Criminal Justice Inspector should be appointed by that Minister;
- present its inspection reports to the Minister for Justice, the responsible Minister (if the agency inspected is the responsibility of another Minister) and the relevant departmental committee or standing committee;
- publish its reports and make them widely and readily available;

- publish an annual report of its activities, present that report to the Minister for Justice; and lay it before the relevant departmental and standing committees;
- be responsible for advising Ministers on standards within criminal justice agencies (standard setting should remain the prerogative of Ministers);
- employ a range of full and part-time inspectors and buy in expertise, including that from other inspection agencies in England and Wales and Scotland, as appropriate (such as HM Inspectorate of Prisons and HM Inspectorate of Constabulary);
- be responsible for determining its own programme of inspections, in consultation with the relevant Ministers;
- carry out a range of inspections, including periodic, cyclical and surprise inspections of systems and structures;
- thematic, issues based inspections; and inspections which might require special skills (eg medical expertise); and
- work closely with other Inspectorates (eg on health and safety, mental health and social services) and with professional bodies such as the Royal College of Pathologists and the Policy Advisory Board for Forensic Pathology.

Legislative position

Status of Criminal Justice Inspection Northern Ireland (CJI)

CJI is an independent statutory inspectorate, established under the Justice (Northern Ireland) Act 2002, constituted as a non-departmental public body in the person of the Chief Inspector. Neither the Chief Inspector nor his permanent staff are civil servants, though civil servants may be seconded to the Inspectorate. CJI is funded by and reports to the Secretary of State for Northern Ireland, who has powers to direct the Chief Inspector to undertake specific pieces of work. Normally, however, it is for the Chief Inspector to propose a programme of work, which is subject to the approval of the Secretary of State and, in respect of the Public Prosecution Service, of the Attorney General. The Chief Inspector is free to report as he finds, but his programme of work is expected to support the Government's aims and objectives.

CJI was established in accordance with Recommendation 263 of the *Review of the Criminal Justice System in Northern Ireland* of March, 2000. Its progress is accordingly being monitored and reported by the Justice Oversight Commissioner, the Rt Hon Lord Clyde.

Government aim and objectives

The overall aim of Government is to secure a lasting peace, based on the Good Friday Agreement, in which the rights and identities of all traditions in Northern Ireland are fully respected and safeguarded and in which a safe, stable, just, open and tolerant society can thrive and prosper.

The specific objectives set by the Government in the NIO's current Public Service Agreement are as follows:

Objective II

To build and sustain confidence in the effectiveness and efficiency of the police service and police oversight and accountability arrangements in Northern Ireland.

Objective III

To promote and build confidence in a criminal justice system in Northern Ireland that is efficient, effective and responsive through implementing the published plan of agreed changes deriving from the accepted recommendations of the review of the criminal justice system established under the Good Friday Agreement.

Objective V

To lessen the impact of crime by working in partnership with other criminal justice agencies to maintain and develop policies aimed at preventing or reducing the threat of crime, the fear of crime and the incidence of crime and to provide support for the victims of crime.

Objective VI

To ensure that the supervisory and custodial sentences imposed on offenders by the courts are delivered appropriately to protect the people of Northern Ireland and help reduce the risk of re-offending

Objective VII

To ensure a cost effective prison service.

The work of CJI will contribute, directly or indirectly, to all of these objectives.

Criminal Justice Board - Purpose and Aims

The Criminal Justice Board is made up of the Heads or senior representatives from the six main statutory criminal justice organisations in Northern Ireland. The purpose of the Criminal Justice Board is to deliver a criminal justice system which serves the people of Northern Ireland and in which the whole community can have confidence. It aims:

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

CJI's aim and mission

Overall aim

CJI's overall aim is "To work with criminal justice agencies and the public in Northern Ireland to create an efficient, effective and even-handed justice system for all." By that is meant 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: and a system that does all that with absolute fairness, promotes equality and human rights and is responsive to the real concerns of the community. A justice system that can do those things is the foundation for a peaceful and cohesive community, and a prerequisite for health and prosperity.

Mission

That vision requires the collaboration of all the agencies of the criminal justice system and of the voluntary sector, political and community-based organizations to bring it about. The specific mission of CJI is to contribute to it by conducting inspections of individual agencies and cross-cutting thematic reviews of aspects of the criminal justice system.

Research and communications

CJI's *Research* capacity has been subsumed within individual inspections and has the following aims:

- To establish a library of background material for use by CJI staff and sub-contractors;
- To ensure that CJI possesses the appropriate knowledge, skills and resources to critique data and policy in the course of inspection;
- To encourage the production of high quality robust data on the criminal justice system.

A *Communication Strategy* has also been developed for CJI, based on the following objectives:

1. To inform stakeholders and the public about the role and work of CJI. This will be achieved by:

- communicating regularly with Ministers;
- attending quarterly accountability meetings with NIO;
- preparing and delivering presentations to a wide range of audiences;
- meeting with the law and order representatives of all political parties;
- maintaining North-South and East-West communication with colleagues;
- developing a corporate image for CJINI;
- developing an effective media relationships, a media profile and provide media training for key staff;
- developing and maintaining a website at www.cjini.org;
- publishing annual reports; and
- undertaking an independent audit of CJINI corporate visibility in April 2005.

2. To learn about and listen to the views of a wide range of people and organizations. This will be achieved by:

- a programme of ongoing consultation meetings with particular stakeholders, and other groups identified in Section 75 of the Northern Ireland Act (2003).
- attendance at meetings of the District Policing Partnerships and Community Safety Partnerships;
- developing methods for the public to convey views to CJINI, using www.cjini.org and CJI's newsletter, The Spec;
- developing and using CJI's Complaints and Review procedures and amending business processes as necessary.

3. To advise stakeholders and the public of CJI's recommendations and actions. This will be achieved by:

- publication of inspection reports
- a broadly based outreach programme
- press briefings
- holding an annual stakeholder conference
- monitoring and developing website usage
- surveying of CJI clients as part of the inspection process to ascertain satisfaction
- review of CJI newsletter and website to gauge impacts.

4. To provide accurate, timely information about CJI and our operations in plain language and where appropriate in alternative formats. This will be achieved by

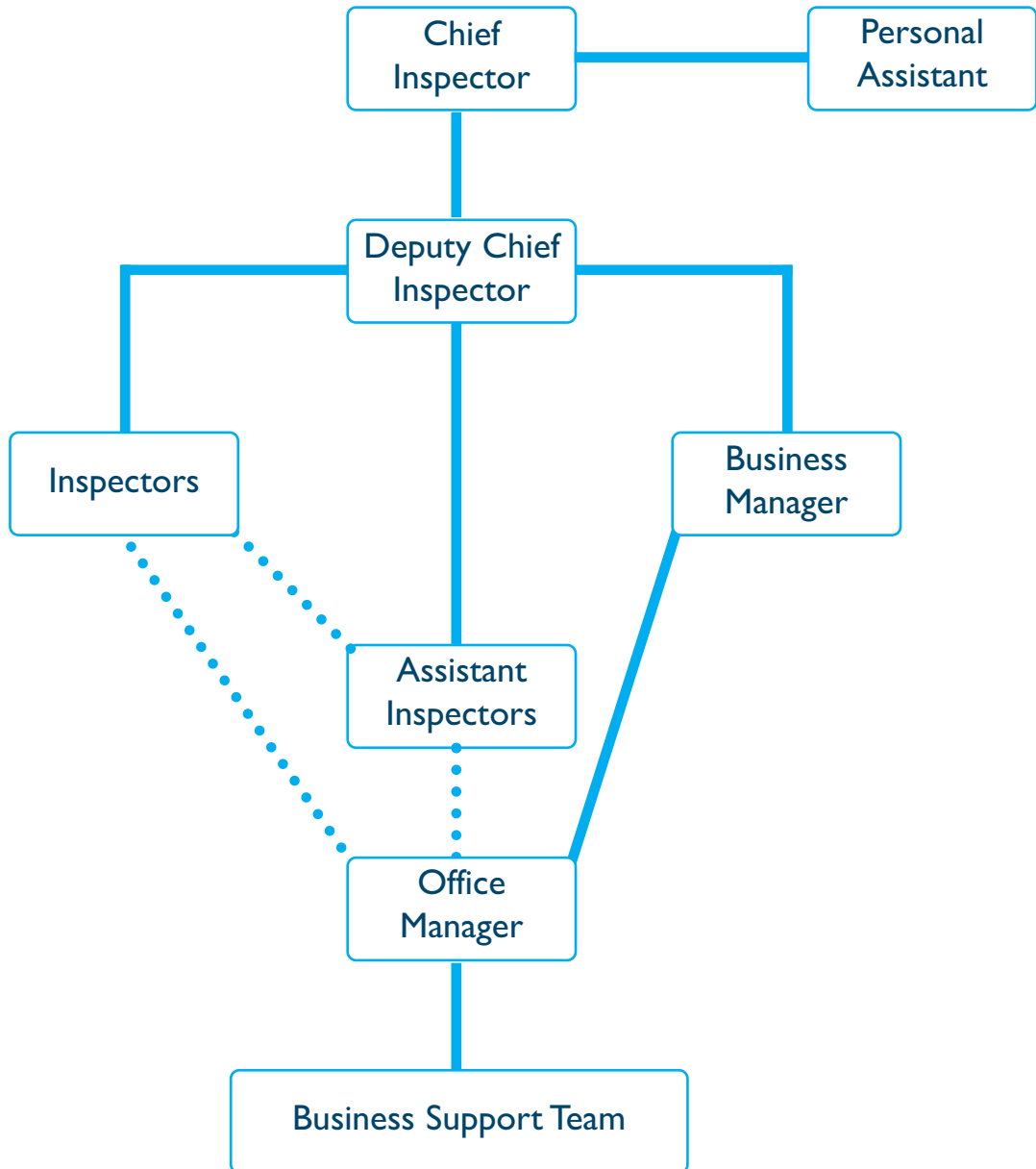
- placing staff and organizational profiles, guides, work programmes on the website;
- adopting a clear style of communication in all publications and communication;
- meeting requirements for CJI information to be available in alternative formats, including languages other than English as required.

Programme of inspections

The Inspection Programme for 2005-06 is shown below. This was developed and refined in consultation with our stakeholders and from experience gained through our current inspection programme. There is also scope for some additional work that the Secretary of State may ask CJI to undertake.

1. Delay - a thematic inspection of the cause of delays in the Criminal Justice system
2. Police Ombudsman's Office
3. Benefit Security Services
4. Compensation Agency
5. Probation Board for Northern Ireland: corporate governance
6. Target Setting and Performance Management - a thematic inspection of how the criminal justice agencies go about this work.
7. Maghaberry Prison
8. Diversionary schemes for young people - a thematic inspection of schemes operated both inside and outside the criminal justice system.
9. Role of the voluntary sector within the criminal justice system.
10. Community Safety Partnerships and their relationship with District Policing Partnerships.
11. Realising the potential of Causeway - a thematic inspection of those organisations who contribute to the Causeway system.

Staffing and organisation



The Chief Inspector and the Deputy Chief Inspector as well as the Inspectors and Assistant Inspectors were recruited externally through open competition. They are staff of the Chief Inspector and are not civil servants. Business Support staff are mainly civil servants on secondment. Externally recruited staff are employed on terms and conditions based on those of the Northern Ireland Civil Service, with some small modifications.

Use of other Inspectorates

CJI will be working with H.M. Inspectorate of Prisons on the inspection of Maghaberry Prison. This inspection will also involve the Education and Training Inspectorate (Northern Ireland) and the Adult Learning Inspectorate. CJI has strengthened its relationship with HMIC, who will be carrying out inspections of PSNI training and human resource management. H.M. Crown Prosecution Inspectorate and H.M. Inspectorate of Court Administration will also be assisting CJI on forthcoming thematic inspections on Delay in the criminal justice system and on Target Setting & Performance Management. CJI will refund the costs of visiting inspectors and the budget provision for that purpose in 2005-06 is £300,000.

Developments elsewhere

The North-South dimension

CJI has strong links with the Inspectorates in England and Wales, but it is conscious of the need to be open to opportunities for co-operation with agencies in the Republic of Ireland too. Contact has been established with the Department of Justice and with the Inspector of Prisons, His Honour Judge Devlin, and CJI will be in touch with the first Inspector of the Garda Síochána, when he is appointed.

Finance

CJI receives a grant-in-aid of £1.8m from the Northern Ireland Office for 2005-06. Because this is our first full year of operation inevitably there will be some uncertainty about our actual needs. Nevertheless it is our aim to employ what efficiency measures we can in order to live within this budget. Our budget projections are as follows;

Salaries	£800k
Other staff costs eg T&S, training	£100k
External staff – inspectors, consultants and auditors	£400k
Other administrative costs – IT and publications	£100k
Accommodation, furnishing and equipment	£300k
Set aside for specific in-year requests from the SOS	£100k
Total	£1.8m

Objectives and targets for 2005-2006

CJI's objectives and targets for 2005-2006 are as follows:

Inspections

1. To carry out within the year the programme of inspections listed on page 10 above, recognising that not all will have been reported by the end of the year.

Target: Fieldwork for 11 out of 11 inspections completed by end-March; 8 out of 11 reported to the Secretary of State by end-March 2006.

2. To carry out an evaluation of each single-agency inspection in conjunction with the inspected agency.

Target: 5 evaluations completed and reported by end-March 2006.

3. To make plans for the inspection of those agencies due to be inspected in 2006-07, developing appropriate methodologies for those agencies that have not previously been subject to inspection.

Target: Scoping Study of Regulatory Agencies suitable for inspection to be completed by summer 2005

Research and communication

4. To conduct a programme of outreach to community-based organisations, as indicated on page Y, and to hold a Stakeholder Conference in January 2006.

Target: At least 10 meetings with DPPs, CSPs and other local organisations, plus the Stakeholder Conference.

5. To publish an Annual Report for 2004-05 by October 2006 and newsletters quarterly, and to make all CJI's publications available on the CJI website.

Target: Publish the Annual Report by October 2006, publish four editions of The Spec in the course of the year, and place all CJI's publications on the website.

6. To survey public awareness of the work of CJI and evaluate the media coverage of CJI's reports, and to conduct research as necessary in support of the inspection programme.

Target: Conduct a public survey of awareness of CJI's work.

7. To keep up-to-date with developments in Criminal Justice and participate in Criminal Justice related conferences.

Target: Maintain subscription to Criminal Justice Journals and respond positively to requests for participation in Criminal Justice related conferences.

8. To ensure that CJI possesses the appropriate knowledge, skills and resources to critique data and policy in the course of inspection.

Target: Inspector's Personal Development Plans to include a focus on skills development in this area.

9. To encourage the production of high quality robust data on the criminal justice system.

Target: To identify the adequacy of available criminal justice statistical data through the inspection process and make recommendations for improvement.

Planning and management

10.To develop, consult upon and present to the Secretary of State by end-March 2006 a Corporate Plan covering the three years 2006-07 to 2008-09.

Target: Present Corporate Plan to Secretary of State by end-March 2006.

11.To introduce an appraisal system for staff which will incorporate a personal development programme and training needs analysis.

Target: By June 2005

12.To manage CJI's finances within the budget provided and to refine CJI's financial management processes to provide a cost analysis for each inspection.

Target: To stay within budget while demonstrating a proper concern for value for money.

Criminal Justice Board

13.To develop CJI's relationship with the Criminal Justice Board and the organisations represented on it through continuing dialogue with its members.

Criminal Justice Inspection
Northern Ireland
a better justice system for all



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