

Invitation to contribute to thematic review on victims and witnesses



John Shanks

CJINI is currently undertaking a thematic review of the provision within the criminal justice system for the care of victims and witnesses. A Steering Group has been set up with representatives from the police, prosecution, courts, victim support and CJINI. While the review is looking at the wider issues it will also focus on particular groups of victims where there are special concerns: victims of rape, victims of domestic violence, victims of hate crime including racial, homophobic and sectarian crime, children and young people, certain vulnerable groups, older people and people living with a disability.

The review will not restrict itself to looking at identified victims and witnesses, but will also take into its scope those victims who never report the offence and the potential witnesses who never come forward. It will examine how the agencies of the criminal justice system organise themselves to provide services to victims and witnesses. Finally, the review will make recommendations designed to improve those services, some of which may come from victims and witnesses themselves, and from lay people with an interest in these issues. The review hopes to attract the participation of a wide range of people, since we believe



that when the public see a criminal justice system that responds to their needs and comments, that this will increase public confidence in the system itself.

If you or anyone you know would like to contribute any views, observations or experiences we would like to hear from you. You can write, email, telephone or fax us at the address, telephone numbers and email addresses below. We want to hear your views about:

1. the level of efficiency of services
2. the helpfulness of the services
3. quality of the services provided.

Contacts can be made with:
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Deal or no deal?

CJI is watching closely the current attempts to achieve a negotiated settlement that will allow the Assembly to resume. If there were a functioning Assembly with a Minister of Justice CJI would at some stage transfer to him or her, along with the rest of the justice system. But the timing of the possible transfer of criminal justice is still very uncertain. Some parties would like it to happen quickly, others believe that there should be a longer running-in period to check that the new Executive is working properly and is likely to endure. Whenever it happens, CJI expects that an active Assembly would transform its life, as MLAs would want to make fresh demands on the Inspectorate. CJI is looking forward to it – while recognising that it may take a little time!

Criminal Justice Inspectorate Yearly Meeting – which they call their Stakeholder Conference

In the spirit of the conference which focuses on young people, this article and the next one were edited by a team of young people from the Give and Take Scheme (Include Youth) in order to make it more accessible to younger readers.

The Criminal Justice Inspectorate meeting for those involved with the criminal justice system when all the organizations inspected by CJI get together is called their Stakeholder Conference. The meeting will be held in the Belfast Hilton Hotel on the 19th January 2005.

This year the conference will look at children and young people. It will explore how the criminal justice system affects their lives. For the first time young people will be asked for their opinion on the criminal justice system. There will be time for people attending the conference to discuss the points raised by the young people.

The main purpose of the meeting is to give a public account of what the criminal justice inspectorate will be doing in the coming year. CJI will be asking all interested parties what they feel CJI should concentrate on. Criminal Justice Inspectorate must submit their plans by March 2005. This meeting is a chance for those attending to have their say before this happens.

The meeting will hear Duncan Morrow, chairman of the community Relations Council, and Kit Chivers, Chief Inspector of CJINI who will each speak on what they consider to be the way ahead. Their ideas will be discussed in four different groups.

The groups will be divided into:

- Policing
- Prosecution and the Courts
- Custody and Human Rights
- Probation and Youth Justice

Inspection Programme for 2005-2006

The proposed inspections are:

- Review of delay in the criminal justice system
- Review of target-setting and performance management
- The role of the voluntary sector in the criminal justice system
- Diversionary schemes for young people
- The work of Community Safety Partnerships
- Benefit security
- The Compensation Agency
- Maghaberry prison
- Office of the Police Ombudsman
- Realising the benefit of Causeway
- The strategic management of police training
- Strategic management and corporate governance in PBNI
- Regulatory agencies and the criminal justice system



Wherever possible CJI will get help from related agencies to make sure a professional job is done.

Inspection Programme 2006-2007

The following areas of work have been identified, but more ideas would be welcome:

- Integrating ex-offenders into the community,
- The handling of complaints in the Prison Service
- Racial and homophobic crime
- Cross-border co-operation in the criminal justice system
- Domestic violence



Would you like to send us a short article to the Spec for publication in the Spec? Article should be short, written clearly and relevant to the work of CJINI. You can also send us a picture or image to go alongside your article.

WORK IN PROGRESS & REPORTS PENDING

Criminal Justice Inspection Northern Ireland began work on the 1st October 2004 and has begun inspecting.

Managing Sex Offenders

The purpose of the inspection was to help and advise the agencies involved in managing sex offenders. It is their job to protect the public from people who commit crime.

Sex offenders are managed by a team including police, prison, probation and social services. This team is called MASRAM (Multi-Agency Sex Offenders Risk Assessment and Management Procedures). CJI's inspection involved all these agencies. The inspection went well. Northern Ireland has no legislation (laws) to support MASRAM but this may happen in the future.

It is proposed to extend the work of MASRAM to include other violent offenders, for example those who commit acts of domestic violence.

Magilligan Prison Inspection



On CJI's recent inspection of Magilligan prison they got help from other agencies. The teams who helped were from Criminal Justice, Prison Inspectorate, Adult Learning and Education & Training. Magilligan prison knew what date the inspectors were coming. CJI invited all parties involved to report on their experience of working with the prison.

The teams of inspectors worked together sharing information as the inspection proceeded. The management team has received the early findings.



The report will be sent to the Secretary of State and is expected to be published in January or February 2005.

Juvenile Justice Centre

The Juvenile Justice Centre (the children's prison) in Bangor has also been inspected. The inspection involved members of the CJI working with social services, education and training, healthcare specialists and building engineers.

Dr Linda Moore from the Human Rights Commission joined the inspection team as an invited inspector. The inspectors were given full co-operation and access to the staff and children.

Early findings have been sent to the management team and a report will be published in February or March 2005.

State Pathology and Forensic Science

Inspections will take place January – February 2005

Victims and Witnesses

CJI has started a review of current policies and practices across the criminal justice system.

Further information will shortly be posted on our website at www.cjini.org when this is established in January, in the meanwhile, our temporary website is at www.cjini.gov.uk

After the young people had edited this article, they discussed the issues raised in the article, and offered the following comment on the proposal to add other dangerous offenders into MASRAM process:

"...we think this would be wrong, they should concentrate on protecting us from sex offenders properly before anyone else."



How to access information about CJINI and its work:



CJINI is committed to spreading the news about its work in the criminal justice system as widely as possible. This newsletter, The Spec, is part of its efforts. In addition, CJINI will publish reports on each of the inspections it carries out. These reports will be available in hardcopy and on the CJINI's new website when it is up and running. Currently, CJINI have a temporary site at www.cjini.gov.uk, and

temporary postings will be made there. The new website will also have a new domain name to reflect our independent status: www.cjini.org and we hope that it will be fully functioning shortly. In the meanwhile, if you have questions for CJINI, you can contact us at our offices in 14 Great Victoria Street, Belfast BT2 7BA telephone 02890 258000, fax 02890 258011/33 or email info@cjini.gov.uk

Ten Ways to Stay Out Of Trouble

Joe Mac, Rowan College, Juvenile Justice Centre, Bangor.

Joe Mac, assisted by Barbara Bennett, a teacher in the education unit of the Juvenile Justice Centre in Bangor, which CJINI has just inspected, thought about the tough lessons that young people who end up in custody have to learn. Here, he offers advice that he thinks could help young people stay out of trouble. Here's Joe's advice:

1. Get an education – it passes the time and gets you qualifications which lead to you getting a job.
2. Join clubs and societies – it gives you something to do in the evenings.
3. Have interests / hobbies that keep you in the house, like playstation...
4. Take up a sport – it will keep you busy and get you fit.
5. Try to find a part time job if you are under 16 – it will give you something to do, you will meet new people and you will earn money.
6. Learn to drive – then you can drive a car legally instead of being arrested. Being able to drive might also help you to get a job and earn money.
7. Choose your friends wisely – don't hang around with people who are getting into bother.
8. Try and stay off alcohol and drugs – if you are struggling, go and ask for help.
9. Explore new and interesting places.
10. Seek help from sensible adults if it all becomes too much.

Thanks Joe! Good luck!

News in brief

Independence day!

CJI officially went independent on October 1st 2004, after an initial period of being a Northern Ireland Office 'project.' Now with our own budget allocation, our offices in Belfast City Centre and newly recruited staff, we are ready for the challenges ahead of us. The occasion was marked by a small get together in the new CJINI offices at 14 Great Victoria Street, where CJINI occupy the sixth and seventh floors. The gathering allowed visitors to see the office space and meet the staff in an informal setting, as well as providing Chief Inspector Kit Chivers with an opportunity to show hospitality to those with whom CJINI will be working closely in the coming years.

Journal article on new inspection arrangements

Criminal Justice Inspection Northern Ireland featured prominently in an article about criminal justice inspection in the inaugural edition of The Irish Probation Journal. In the article, our own Tom McGonigle provides a history of inspection of probation and allied services in Northern Ireland, and the way the Social Services Inspectorate set about such inspections. The article goes on to outline the new arrangements with CJINI, and to project inspection as a 'positive exercise which adds value to professional practice.' The new Irish Probation Journal is produced jointly by a North South team and sees itself as 'Providing a forum for sharing theory and practice, increasing co-operation and learning between the two jurisdictions and helping debate about work with offenders.' Good luck to this new venture from all at CJINI!

Management of Sex Offenders



CJIs first cross-agency thematic inspection was carried out on the so-called MASRAM process which Police, Probation, Prisons and Social Services use to manage sex offenders. The inspection, which involved all the agencies and other interested parties, went well and stayed within the planned timescale. Emerging findings were discussed with the parties at an early stage the final report is now in draft. The British Psychological Society's conference in Belfast in December on the theme of "Protecting the Public – the management and assessment of dangerous offenders" also provided a forum for us to present the emerging findings.

Tom McGonigle

This inspection had been requested by the agencies involved in MASRAM as a way of helping them evaluate and improve the arrangements, and the inspection team has received their positive support. The inspection itself has been wide-ranging in scope and has examined police and probation files, has interviewed operational staff, managers, policy makers, service providers and offenders. The achievements of MASRAM since it began in 2001 have been assessed and the final report will set out options for its future development. Of particular interest is the possibility of placing MASRAM on a statutory footing by introducing legislation, and the report will address the advantages and disadvantages of this and make a recommendation. A second possibility for the future development of MASRAM is the proposal to extend its remit to include other violent offenders, not just sex offenders. Again, the report will contain recommendations on this question. The MASRAM inspection final report is due to be published in February 2005, and will be available on CJIs website at www.cjini.org or on the temporary website www.cjini.gov.uk

Women prisoners at Hydebank Wood

CJI Chief Inspector Kit Chivers and Anne Owers, HM Chief Inspector of Prisons, made an unannounced inspection of the facility for women prisoners at Hydebank Wood in November 2004.

The conditions in which the women used to be held in Mourne House at Maghaberry were severely criticised by the NI Human Rights Commission in a report authored by Professor Phil Scraton and Dr Linda Moore. There had been two recent suicides among the small number of women held there, and allegations of misconduct which were the subject of a police investigation.

The Human Rights Commission's report, researched in April and May, was published last October. Before that report

came out the Prison Service had moved the women to newly refurbished premises in Ash House, on the site of the Young Offenders Centre at Hydebank Wood. The Prison Service recognised that the accommodation there was not ideal, in that there was no in-cell sanitation and the women would have to share some facilities, but nevertheless was confident that, overall, it would be able to offer the women a better deal at Hydebank.

The inspection has happened, but no statement can be issued until Kit Chivers has reported to the Secretary of State for Northern Ireland and the Secretary of State has presented the report to Parliament. That is expected to happen before the end of February 2005.

Women in prison

Prison is the punishment of last resort for all offenders, but especially for women, because of the consequences for their families. There are usually only about 20 to 30 women in prison in Northern Ireland at any time. This compares favourably with the rest of the UK. If there were as many women prisoners proportionally as there are in England and Wales the number would be well over 100. The Spec asked judges why they thought the pattern here was different. They pointed out that a major difference is the number of 'drug mules' who end up in English jails. The other significant factor is the abolition of suspended sentences in England and Wales. We still have them in Northern Ireland, and they are reckoned to be helpful as a way of keeping women out of prison.

We hope to launch our new website early in 2005. It will be at www.cjini.org. For now, we have a temporary site at www.cjini.gov.uk but since we are now an independent body, we are changing our website address to coincide with the launch of our new website.

New staff profiles

CJINI has a number of new additions to its inspection team. We hope to recruit another couple of staff in the coming months, and we will keep you informed as our team grows. For now, our new team members are profiled below, and very welcome they are too!



John Shanks joined the inspection team in September 2004 from the NI Legal Services Commission where he was the Director of Internal Audit, Business Assurance and Risk Management.

Prior to that he had spent over 20 years with the NI Court Service

working in various Magistrates Courts around Northern Ireland and the Queen's Bench and Family Divisions of the High Court. As a professionally qualified Member of the Institute of Internal Auditors (MIIA) and a Fellow of the Institute of Internal Auditors he has held a variety of internal audit posts at various stages of his career in the Court Service. As Head of Internal Audit in the Northern Ireland Court Service, he was also a member of the Senior Management Group.

John's interest in the inspection process goes back to the publication of the Criminal Justice Review and Recommendation 263 which recommended the establishment of a cross-cutting inspectorate for the criminal justice system in Northern Ireland, something that does not exist elsewhere. John is enthusiastic about the opportunity his appointment offers to be part of reform and improvement of the Criminal Justice System, and keen to further develop his skills and experience whilst with CJINI.



Tom Mc Gonigle has been a criminal justice inspector for just over a year, since he worked with the Social Services Inspectorate (SSI) prior to his appointment to CJINI. He is currently finishing up CJs first thematic inspection on the management of sex offenders in

Northern Ireland. Prior to joining SSI

he spent 16 years with the Probation Service in a range of urban and rural settings. After that, he was Deputy Director in St Patricks Youth Justice Services, and went to NIACRO as Director of Operations following the closure of St Patrick's Training School in December 2000. Tom retains his membership of NIACRO, and is also a volunteer with Extern's Circle of Support, which offers mentoring to adult offenders. He is particularly interested in international prison comparisons, and has visited prisons in different countries. Tom is a strong supporter of CJs collaborative approach to inspection, and its aim to help agencies view inspection as a positive contribution to their organizational development.



James Corrigan joined CJINI as an inspector in October 2004. James previously worked for PA Consulting Group as a senior consultant in the public sector practice where he was responsible for a number of criminal justice projects. These included a major project for the Youth Justice

Board for England and Wales on reducing delays and a Scottish Executive project on tackling youth offending. He has also specialised in the evaluation and review of organisations, particularly within the criminal justice sector in the UK and Ireland. Previous to his work with PA, James worked as an international management consultant in London and Brussels on the evaluation of European Commission programmes and projects. Much of this work focused on the pre-accession process for the countries of Central and Eastern Europe and involved work with governments in all of these states. Before becoming a management consultant, James worked as a research fellow at Queen's University Belfast in the Institute of European Studies.

James is responsible for leading a number of inspections including the ongoing work in the State Pathology Department and Forensic Science Northern Ireland. He will also be taking forward a major thematic project on delays in the criminal justice system, which will examine the causes of and remedies for delays, and will commence in early 2005.



Ann Duncan joined the CJINI in September 2004. She originates from Harrogate in North Yorkshire and prior to taking up her post as Assistant Inspector she had never been to Northern Ireland before! Ann has settled in very quickly and is enjoying being in a new environment. Before

moving to Belfast Ann has had a variety of criminal justice related jobs many which have been based on multi agency partnerships gaining good experience and knowledge across the system both at a local level and across England and Wales. These include a Performance Officer as an employee of the Home Office based with the North Yorkshire Criminal Justice Board, a Development Officer for the North Yorkshire Youth Offending Team (mainly developing Restorative Justice), a Bail Support Officer for the National Probation Service and carried out the statutory Crime and Disorder audit which instigated the three year strategic plan on behalf of the Harrogate District Community Safety Partnership.

Ann studied Criminology and Social Policy for three years at the University of Hull and then completed her Masters degree in Criminal Justice at the University of Leeds.

Inspection basics: twenty questions



*Kit Chivers,
Chief Inspector*

As I am sure you know, CJI uses the 'common core' as its inspection framework. All its inspections look at agencies from the point of view of whether they are:

- Open and accountable
- Good partners with others in the criminal justice system
- Promoters of equality and human rights
- Learning organisations, and
- Efficient and effective in delivering results

The common core framework is designed by CJI especially for use in the criminal justice system in Northern Ireland. But it cannot be a substitute for the basic, common sense questions which anyone would ask if they were inspecting virtually any organisation. Inspectors need to have a basic understanding of the criteria for a healthy, well-functioning organisation. When this is in place, then the 'common core' criteria allows inspectors to go into more depth.

Many people and organisations have attempted to capture their idea of what constitutes a well-functioning or 'excellent' organisation – the Business Excellence Model, for example. But here, for what it is worth, are my suggestions for the basics, reduced to just twenty simple questions. They form part of CJI's 'Inspector's handbook', which we hope to publish on the website early in the New Year.

The workers and the workplace

1. How many people work here? Are they appropriately graded and structured?
2. What are they paid? How does it relate to the marketplace?
3. Are they kept busy (but not run ragged)?
4. Do they feel that they are doing a useful job?
5. Do they think the organisation values them?
6. Do they know what the organisation is trying to achieve?
7. What is their attitude to customers or callers – are they keen to help?
8. Are they proud of their skills and keen to develop them?
9. Is the working environment businesslike, modern, efficient, with IT in evidence?
10. Is the workplace ethos non-discriminatory, non-sexist, non-bureaucratic, not overly hierarchical?

The management (focus these questions on the CEO in a small organisation, but think more widely in terms of the corporate executive board in a larger one)

1. Does the Chief communicate a sense of specific purpose for the organisation?
2. Does the Chief convey a sense that staff are valued?
3. How well does the Chief understand the business processes?
4. Does the Chief have a grip on what is happening right now?
5. Is the Chief really in control of the organisation? Does his or her writ run?
6. How meaningful is the management information the Chief receives on a regular basis?
7. Does the Chief walk the floor and talk to front line staff regularly?
8. Does the Chief delegate effectively, and keep time for forward thinking and benchmarking?
9. Does the Chief understand the potential of IT for the business?
10. If there is a non-executive Board, does it stick to its proper role of holding the Chief to account, or does it involve itself in what are really executive matters?

The danger in publishing the secrets of the trade like this is that it may lead anyone to think that they could be a Criminal Justice Inspector. But then, maybe you could. If you are interested in our work we would always be delighted to hear from you. We hope to recruit more inspectors in the near future. Watch the CJI website and the local press to see when opportunities are advertised.

Thanks to the Youth Justice Agency and Victim Support for photographs

Do you want us to keep you informed?

Criminal Justice Inspection Northern Ireland is the newly established agency with overall responsibility for promoting the effectiveness of the criminal justice system in Northern Ireland. The Inspectorate intends to publish an annual report, and periodic inspection reports on the various inspections it carries out. It will also disseminate other information electronically, by email. If you are interested in receiving any or all of this information, please complete this form and send it to Marie Smyth at the address, fax or email below.

1. Name

Do you wish to receive information as part of your work role or as a member of an organisation?

YES NO

If **Yes** please complete Questions 2-9.

If you wish to receive information as a private individual, please go to Question 10

2. Position/Job title 3. Organisational name

4. Organisational address

..... Postcode:.....

5. Telephone number 6. Fax

7. Email

8. Do you work for, or are you associated with, an organisation that the Criminal Justice Inspectorate inspects?

(see the list below) YES NO (If no, go to Question 14)

If yes, which agency are you associated with?

9. What is your role in relation to that agency?.....

IF YOU WISH TO RECEIVE INFORMATION AT HOME, YOUR DETAILS WILL BE HELD ON OUR RESTRICTED NETWORK

10. Home address.....

..... Postcode:.....

11. Home telephone number 12. Home Fax

13. Email

14. Do you have a particular interest in any of the following areas in which we inspect?

Please tick if you wish to receive information on CJINI work in relating to...

Police Service of NI

NI Prison Service

Youth Justice Agency

Probation Board for NI

Public Prosecution Service

Forensic Science NI

State Pathologist's Department

Health and Social Services Trusts (Custody Care Orders)

Compensation Agency

NI Child Support Agency*

Department of Enterprise Trade and Investment*

Department of the Environment*

Health and Safety Executive*

NI Tourist Board*

Police Ombudsman for NI

NI Social Security Agency*

Royal Mail Group*

Belfast International Airport (Airport Police)

Port of Larne (Harbour Police)

Belfast Harbour Commissioners (Harbour and Airport Police)

CJINI publications and reports

General interest in all areas

E-Newsletter/E-bulletin

Annual Report

*criminal justice aspects only

Thank you for completing this form. We will use the information you have given us to add your name to elists and mailing lists that we are compiling. We will shortly be opening our offices in Great Victoria Street and will notify you of our permanent address and our own website URL when we have moved. Our current temporary website is at www.cjsni.gov.uk/chiefinspector.htm