

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



# CORPORATE PLAN 2020-23 & BUSINESS PLAN 2020-21

A BETTER JUSTICE SYSTEM FOR ALL



# CONTENTS

## **CORPORATE PLAN 2020-23**

Foreword by the Chief Inspector	<b>2</b>
Statement of purpose	<b>5</b>
Organisational values	<b>5</b>
A better justice system for all: Strategic objectives and key themes	<b>6</b>
Method of working	<b>8</b>
<ul style="list-style-type: none"><li>• Partnership</li><li>• Independence</li><li>• Communication</li><li>• Performance</li></ul>	
Who we are	<b>12</b>
<ul style="list-style-type: none"><li>• Budget</li><li>• Our people</li><li>• Organisational governance</li></ul>	

---

## **BUSINESS PLAN 2020-21**

Business Plan targets	<b>16</b>
<ul style="list-style-type: none"><li>• Inspection Programme</li><li>• Communications</li><li>• Corporate governance</li><li>• People</li></ul>	
Inspection Programme	<b>20</b>
Draft Inspection Programme 2021-23 (subject to consultation)	<b>23</b>



# FOREWORD

BY THE CHIEF INSPECTOR

---

I am very pleased to present my first Criminal Justice Inspection Northern Ireland (CJI) Corporate Plan for 2020-2023 and Business Plan for 2020-2021 incorporating the Inspection Programme for 2020-21.

Since becoming Chief Inspector, I have met many leaders of organisations both in our statutory remit and in a wide range of voluntary and community sector organisations with links to the criminal justice system. I have also met the Minister of Justice and Department of Justice officials, the Lord Chief Justice, Attorney General, Members of the Legislative Assembly and various oversight bodies we work in partnership with.

These meetings have given me valuable opportunities to hear feedback on CJI's work and potential inspection activity for the next three years. While listening carefully to the views expressed during consultation, as an independent body, the final programme has been decided by me.

I have of course had to consider the impact of the current Coronavirus-Covid 19 public health crisis on the organisations we inspect and our team. This has inevitably changed the way I have consulted on the Inspection Programme.

A BETTER JUSTICE SYSTEM FOR ALL

I have also taken account of our ability to undertake fieldwork in the first part of this planning period with the likelihood of further disruption later this year.

While a revised Programme for Government (PfG) is being considered, I have been mindful of the priorities in the current PfG, the duration of this Northern Ireland Assembly mandate and the need to support the Minister's stated priorities. With this in mind, I am publishing a 2020-2021 Inspection Programme and broad themes for the remaining two years of the Corporate Plan period.

I welcome the *New Decade New Approach*<sup>1</sup> document specific references to oversight of the implementation of CJI recommendations. Strategic governance,



accountability and action to implement CJI recommendations are areas I intend to explore with criminal justice leaders during this Corporate Plan period.

I will consult on the annual Inspection Programme each year to ensure it is informed by emerging issues and priorities. I also want to ensure CJI retains flexibility to respond and add value through independent, impartial reviews. Building in this agility without unduly impacting on delivering the annual programme will be a challenge.

CJI is a small organisation with a dedicated team of Inspectors and support staff who are all mindful of our independence and impartiality in delivering our Inspection Programme.

1 New Decade New Approach, UK Government, January 2020 available at [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/856998/2020-01-08\\_a\\_new\\_decade\\_\\_a\\_new\\_approach.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/856998/2020-01-08_a_new_decade__a_new_approach.pdf)

In this Corporate Plan period, the Inspector Team will change and provide opportunities to induct and train new staff.

We are all aware we need to use our scarce resources effectively to optimise outcomes and develop our expertise. With this in mind, we welcome opportunities to collaborate with other inspectorate and oversight bodies within and outside Northern Ireland. This collaboration ensures inspections benefit from subject matter experts: supports team professional development and builds valuable and productive co-operation. I want to build on this and explore further opportunities to work across Government in partnership on shared priorities and key issues that do not respect Departmental boundaries where we can make a valuable contribution.

I will also review how we communicate what we do and the recommendations we make. I want to ensure we provide clear

information to all those who are interested in our inspections, particularly how we raise public and criminal justice system wide awareness, and how we contribute to making a better justice system for all.

This Corporate Plan reflects a period of change and challenge for CJI. We cannot expect it of others if we cannot deliver it ourselves. The 2020-21 Inspection Programme contains risk-based, relevant and ambitious inspections and follow-up reviews we are focused on delivering.



---

**JACQUI DURKIN**

Chief Inspector of Criminal  
Justice in Northern Ireland

May 2020

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



# STATEMENT OF PURPOSE

CJI is Northern Ireland's statutory inspectorate with responsibility for inspecting all aspects of the criminal justice system apart from the judiciary. It was established in 2003 as an executive Non-Departmental Public Body (NDPB) and is sponsored since 2010 by the Department of Justice (DoJ).

CJI's vision is for 'a better justice system for all' where the delivery of our services is subject to

continuous performance improvement. Effectiveness and efficiency is embedded in our ISO 9001:2015 accredited methodology and working practices. We are focussed on ensuring the vulnerable are protected; strategy, governance and delivery can meet the challenges and where outcomes lead to effective services and increased public confidence to the benefit of everyone.

## OUR ORGANISATIONAL VALUES

**INDEPENDENCE**

**IMPARTIALITY**

**HONESTY**

**INTEGRITY**

**RESPECT**

**OPENNESS**

**ROBUSTNESS**

A BETTER JUSTICE SYSTEM FOR ALL

## A BETTER JUSTICE SYSTEM FOR ALL - STRATEGIC OBJECTIVES AND KEY THEMES

We have set five strategic objectives for the period of this Corporate Plan that are aligned to achieving a better justice system, the strategic outcomes of the Northern Ireland Executive draft Programme for Government and the priorities set by the Minister of Justice and each Criminal Justice organisation in our statutory remit.

A BETTER JUSTICE SYSTEM FOR ALL



4

**Encourage recommendation implementation to achieve improvements and outcomes.**

5

**Be an effective National Preventive Mechanism (NPM) body in support of OPCAT and promote performance improvement and better collaboration within the criminal justice system and with relevant external organisations.**

These strategic priorities will be supported by objectives and targets in our annual Business Plans. We will report our performance against these strategic priorities and Business Plan targets in our Annual Report and Accounts.

A BETTER JUSTICE SYSTEM FOR ALL

**The key themes of our inspection programmes over the next three years will be:**

**BETTER SERVICES AND DELIVERY**

**BETTER EFFICIENCY AND EFFECTIVENESS**

**BETTER PROTECTION AND SAFEGUARDING**

**BETTER STRATEGY AND GOVERNANCE**

**BETTER OUTCOMES**

# METHOD OF WORKING

CJI will deliver our strategic objectives by a focus on:

## PARTNERSHIP

By working in partnership with inspected bodies and other key stakeholders to prepare, conduct and publish a programme of inspections and reviews, CJI will ensure that inspections are risk-based and reflect the key challenges facing the criminal justice system. We will also maintain capacity within the organisation to undertake specific pieces of work when requested to by the Minister of Justice, where they fall within our inspection remit and doing so would add value and be in the public interest.

CJI will continue to utilise the knowledge and professional expertise of other Inspectorates

such as Her Majesty's Inspectorate of Prisons (HMIP), Her Majesty's Inspectorate of Constabulary, Fire & Rescue Services (HMICFRS); Her Majesty's Inspectorate of Probation (HMI Probation) and Her Majesty's Crown Prosecution Service Inspectorate (HMCPPI) to benchmark performance with England and Wales as well as strengthen relationships with other inspectorates in Scotland and the Republic of Ireland. We will also continue to partner with independent specialists where required to further enhance the professional expertise of the Inspection Team and the quality of our inspection reports.



We will continue to work in partnership with other oversight and regulatory bodies in Northern Ireland where they also have a statutory obligation to carry out inspections involving organisations and bodies within CJJ's remit or provide services in those organisations, for example, the Education and Training Inspectorate (ETI), the Regulation and Quality Improvement Authority (RQIA) and the Northern Ireland Audit Office (NIAO). For the initial period of this Plan, the focus will be on identifying shared priorities and building consensus for joint inspections which will be followed by collaborative work across relevant Government Departments and organisations.

We will explore opportunities for a more explicit rights-based approach to inspections in our annual programmes.



## HM CPSI

HM Crown Prosecution  
Service Inspectorate



Northern Ireland Audit Office



The **Regulation** and  
**Quality Improvement**  
Authority

A BETTER JUSTICE SYSTEM FOR ALL

## COMMUNICATION

Good communication enables CJI to influence and affect positive change. Raising awareness of findings and recommendations contributes to achieving a better justice system for all. Making reports and reviews available to all through the CJI website is a key element of having an open and accountable criminal justice system. Providing briefings to the Minister of Justice and her officials, the Justice Committee and political parties will also enable a better informed and accountable justice system.

We will engage widely and communicate our inspection findings clearly and consistently in an easily accessible way that includes using social media. We will remain responsive to feedback and mindful of the wider context in which inspected organisations are delivering their services without compromising our independence and practice.



A BETTER JUSTICE SYSTEM FOR ALL

---

## INDEPENDENCE

CJI will continue to provide independent, impartial and evidence-based information and expert opinion to the public, political representatives and criminal justice stakeholders about the work and performance of inspected bodies and the entire criminal justice system.



---

## PERFORMANCE

CJI aims to secure improvements to the effectiveness and efficiency of the criminal justice system through making strategic and operational recommendations which will be evidence-based, take account of benchmarking with other jurisdictions and sectors and promote and secure innovation and best practice. We will highlight good practice where we find it. When appropriate, we will encourage and support inspected organisations to deliver recommendations and implement the required changes where appropriate - this can involve facilitating Departmental and cross-agency working in line with the priorities and outcomes contained in the draft PfG.

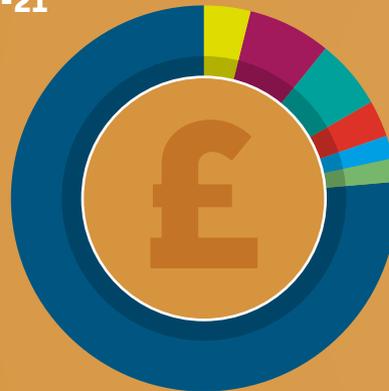


# WHO WE ARE

## BUDGET

CJI is financed by revenue grants from the DoJ. The annual baseline budget for 2020-21 is £1.1 million which is allocated primarily to salaries and other staff costs.

### BUDGET ALLOCATION 2020-21



### CJI BUDGET 2014-15 TO 2020-21 (£M)



---

## OUR PEOPLE

The Chief Inspector, Jacqui Durkin, and Deputy Chief Inspector and Chief Executive, James Corrigan, have responsibility for the management of CJI. Our team of seven Inspectors (three Full Time, three Part Time and one vacant position) are supported by a Business and Communications Manager, Corporate Secretariat Officer and a Web and Compliance Manager (Part Time). Staff training and development through an investment in skills, knowledge and support is important to us. Providing opportunities to develop experience in a small team is important to ensure we have sufficient Inspectors with the right skills to deliver our programme. We will be recruiting new Inspectors during this Corporate Plan period and it is vital they are effectively inducted and trained to lead and support Inspections and be effective team members.

---

## ORGANISATIONAL GOVERNANCE

Corporate governance and risk management forms a core part of the work of CJI with established arrangements in place for audit and accountability together with external accreditation through ISO 9001:2015. We will continue to maintain good working relationships with our DoJ sponsor and develop an effective partnership agreement that reflects proportionality and risk appetite. An Audit and Risk Assurance Committee is chaired by one of our two independent members on a rotational basis. The Accounting Officer's responsibility is delegated from the DoJ Permanent Secretary to the Chief Executive.



A BETTER JUSTICE SYSTEM FOR ALL



A BETTER JUSTICE SYSTEM FOR ALL

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



# **BUSINESS PLAN 2020-21**

Monitor the acceptance rate for all strategic and operational recommendations made in year and request a written response for any recommendations not accepted.

Commence 90% of inspections and FURs listed in the Business Plan.

Maintain effective working relationships with criminal justice organisations in our statutory remit, relevant community and voluntary organisations and other stakeholders.

Maintain effective working relationships with partner Inspectorates and explore opportunities for agreed joint cross-cutting inspections.

# INSPECTION PROGRAMME

Consider and respond to any Ministerial Requests for a review.

Agree and implement appropriate monitoring arrangements for recommendations achieved, part achieved and not achieved.

Effectively fulfil our responsibilities as a member of the National Preventative Mechanism.

By 31 March 2021 agree a revised MoU with RQIA.

Consult on an annual Inspection Programme.

## **BUSINESS PLAN TARGET 1** **INSPECTION PROGRAMME**

To undertake the approved annual Inspection Programme and respond to Ministerial Requests.

On approval, publish all inspection and FURs by laying before the Northern Ireland Assembly and publish on the CJI. website.

Obtain feedback on CJI's work from the heads of the main criminal justice agencies, the Minister of Justice and relevant community and voluntary sector organisations for Northern Ireland, the Attorney General for Northern Ireland, the Lord Chief Justice, Justice Committee and the justice spokespersons of the main political parties represented in the Northern Ireland Assembly.

Maintain a quality website and introduce and maintain an effective social media presence.

# COMMMS

Maintain effective engagement with key stakeholders.

Consult on a new Corporate Plan, annual Business Plan and Inspection Programme.

Effectively brief the Justice Committee, Ministers and other political representatives on request.

## BUSINESS PLAN TARGET 2 **COMMUNICATIONS**

To develop and implement an effective Communications Strategy.

Publish an annual Business Plan which has been approved by the Minister of Justice.

Obtain an unqualified audit certificate from the Comptroller and Auditor General for Northern Ireland and publish, by laying before the Northern Ireland Assembly, CJI's Annual Report and Accounts for the year in the required timescale.

Effectively respond to requests for information under the Freedom of Information Act 2000, input to DoJ Assembly Questions and Justice Committee briefings.

# CORPORATE GOVERNANCE

Maintain effective sponsor arrangements and relationships with the DoJ sponsor team and develop an appropriate partnership agreement.

Process all payments in line with DoJ sponsor team requirements.

Maintain a quality management system (ISO 9001:2015).

## BUSINESS PLAN TARGET 3

### **CORPORATE GOVERNANCE**

To effectively fulfil required corporation sole governance requirements.

Provide agreed development and training opportunities for staff.

# PEOPLE

Plan for and support the safety and well-being of all staff.

Effectively induct and train new Inspectors.

## BUSINESS PLAN TARGET 4

### PEOPLE

To effectively develop and deploy the CJI team to achieve business objectives

# INSPECTION PROGRAMME

## A BETTER JUSTICE SYSTEM FOR ALL

The 2020-21 Inspection Programme reflects our unprecedented working arrangements due to the Coronavirus-Covid 19 public health crisis and in the knowledge it will be subject to change as required. It contains ongoing inspections at various stages and new inspection activity to encompass the full range of inspections and reviews in this year. It also includes high level inspection proposals for the following two years in the knowledge that these will be subject to annual consultation and engagement and allow for the inclusion of new and emerging inspection topics.

This draft annual programme sets out:

- inspections and follow-up reviews (FURs) commenced and not yet reported on at the beginning of the financial year;
- new inspections planned to commence in-year;
- FURs planned to commence in-year and anticipates at least one Ministerial request.

---

## REPORT STAGE, ONGOING INSPECTIONS AND FOLLOW-UP REVIEWS (FURs)

- Treatment of Victims and Witnesses.
  - Child Sexual Exploitation.
  - Human Traffic and Modern Slavery.
  - Police use of discretion.
  - Police Custody.
  - Review of Probation Practice in Northern Ireland.
  - Business Crime.
  - Hydebank Wood Secure College and Ash House Women's Prison.
- 

## NEW INSPECTIONS

### Better services and delivery

- Court Custody.
- Unannounced prison inspection.
- Unannounced Woodlands Juvenile Justice Centre (JJC) inspection.
- Effective penalty enforcement – review of impact of current fine default strategy and services.

### Better efficiency and effectiveness

- Remand and bail thematic – impact of remand population across the criminal justice system.

### Better protection and safeguarding

- Child protection thematic – arrangements and practice across the criminal justice system.
- Unannounced approved premises inspections.

### Better strategy and governance

- Transforming justice thematic – transformational change strategy and governance, use of technology, digital services and data analytics and delivery across the criminal justice system.

### Better outcomes

- Females in the criminal justice system - a review of the scale and impact and criminal justice response to female alleged and convicted offenders.

### Recommendation Implementation

Discuss with key stakeholders and establish an effective and proportionate process to review and assess the implementation of report recommendations that have not been subject to recent FURs.

### Unannounced approved premises inspections

Consult key stakeholders on how we currently conduct and report on these inspections.

## FOLLOW-UP REVIEWS (FURs)

- Without Witness: Sexual Violence and Abuse.
- No Excuse: Domestic Violence and Abuse.
- File Quality and Disclosure.

## DRAFT INSPECTION PROGRAMME 2021-23 (SUBJECT TO CONSULTATION)

- Protection of Vulnerable Older People.
- Criminal Legal Aid processing.
- Forensic Science Northern Ireland – organisational inspection to include FUR of previous inspection.
- The impact of drug use and abuse – wider crime connections, as an aggravating factor, preventing reoffending response across the criminal justice system.
- Restorative Justice projects (subject to DoJ requests).
- Criminal Justice System leadership, skills development and wellbeing support – including skills retention and succession planning.
- Local Policing Arrangements and Community Policing.
- Prison 2020 implementation.
- Effectiveness of organisations and agencies with criminal investigative and prosecuting powers other than the PSNI and the PPS.
- Business Contingency and Continuity Planning.
- Disproportionality in the criminal justice system.
- Early intervention impact and outcomes.
- Effective court administration, use of Court facilities, technology and resources including defendants’ experiences in the magistrates’ courts.
- Impact of EU Exit on the criminal justice system – border and port policing aspects within CJJ’s remit, potential for collaboration with Republic of Ireland and other inspectorates.
- Unannounced prison inspections.
- Woodlands JJC unannounced inspections and Repurposing Programme.
- Unannounced approved accommodation inspections.

### **FURs**

To be considered annually.





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



**Criminal Justice Inspection  
Northern Ireland**

Block 1, Knockview Buildings

Belfast BT4 3SJ

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