



CJI awarded ISO 9001 certification



Chief Inspector Dr Michael Maguire and Inspector Bill Priestley pictured with CJI staff receiving the ISO 9001 award from Alan Peters (centre)

Criminal Justice Inspection Northern Ireland is pleased to announce that it has become the first UK-based justice inspectorate to secure ISO 9001 certification for its inspection work and other business processes.

CJI secured the external accreditation in February which saw the culmination of over six months preparatory work.

The Inspectorate is committed to achieving high quality in all aspects of its work and within the last year embarked on the challenging process of securing ISO 9001 certification for the entire organisation.

CJI first indicated that it would seek to secure external accreditation in its 2009-12 Corporate Plan. This aspiration became an organisational objective in 2010-11 when CJI set out to obtain the ISO 9001 certification for its quality management system.

"The forerunner to the ISO 9001 quality standard commenced in 1987 and is an internationally renowned quality standard which allows organisations to manage the quality and

standard of the products and services they deliver on a continual basis," explained Inspector Bill Priestley.

"This in turn provides assurance to organisations, customers and stakeholders that product delivery is managed to an exacting quality standard.

"At present there are 951,000 organisations across 175 countries that have achieved ISO 9001 certification. CJI believes that by achieving this we will be able to continuously improve the standard of our inspection work and the other business processes we operate, as it promotes a structured and systematic way of delivering a high quality product," Bill added.

As part of the Inspectorate's efforts to achieve certification, CJI carried out preliminary work in 2009-10 and this year has been working to ensure compliance with the standard.

"We conducted a gap analysis across all areas of our business and have been involved, since August 2010, in further process development. We have embedded these processes across the organisation and have consolidated the work we have carried out to date.

"As part of our commitment to the process, CJI appointed and trained three internal ISO 9001 auditors to work across the organisation," explained Bill.

In January 2011 CJI underwent the first stage certification audit which was carried out by a UKAS accredited organisation. This was followed in February 2011 by a full audit of all our activities against the standard. As a result of this comprehensive audit, all of CJI's business operations were awarded ISO 9001:2008 certification.

"The continuing challenge for CJI is to further improve our organisational processes using the quality standard to ensure a consistent approach to delivering high quality inspection reports," said Bill. ■

The handling of Donagh

In November 2010 CJI reported on how criminal justice agencies handled sexual offence charges against the McDermott brothers from Donagh, County Fermanagh.

This report undertaken by CJI, was a specific request from the Minister of Justice, David Ford MLA. The inspection itself was complemented by a simultaneous piece of work being carried out by the Regulation and Quality Improvement Authority (RQIA) into the Western Health and Social Care Trust's (WHSC) handling of the cases.

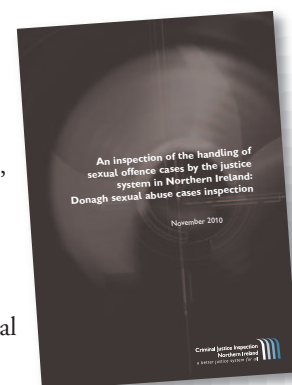
The inspection examined the investigation, prosecution, management and disposal of the cases against the brothers. A vital dimension was to understand the views of survivors and the wider community in Donagh on their experience of the justice system. The survivors and their community representatives were closely involved and assisted significantly in helping CJI understand their perspective.

Key findings from the inspection were:

- the police investigation was thorough and the Investigating Officer was reported by survivors to be professional and sensitive to their needs;
- the review of the Public Prosecution Service case files showed the decision-making and handling of this complex case was sound;
- administrative errors by the Northern Ireland Courts and Tribunals Service did not have any material effect on the case outcomes. Subsequent to the errors being identified, the Court Service undertook an extensive review of causal factors and implemented arrangements to ensure they would not happen again; and
- the public protection arrangements worked as would be expected and there was good co-operation and communication between the criminal justice agencies.

Despite these positive findings, the CJI inspection also highlighted the lack of a structured, formal opportunity for the survivors or community to deal with the impact of having serious sex offenders continuing to reside in a close-knit community after they were found to have committed sustained abuse against local children.

Ultimately there was a clear mismatch between the official view that the McDermott brothers were best located in Donagh, and the survivors/community expectation that they would be removed once the court case had concluded. Thus the inspection's main conclusion was that meeting the needs of survivors and their communities will always be a challenge and further improvements are required in this area. ■



Corporate Governance in the Prison Service

CJI published the findings of an in-depth inspection of corporate governance arrangements within the Northern Ireland Prison Service (NIPS) on 14 December 2010.

The report examined the governance and accountability arrangements in the NIPS together with issues related to performance management, organisational culture and service delivery, staffing and working practices, and the challenges the organisation faces in delivering a modern, efficient and effective prison service.

Over the past number of years CJI and Her Majesty's Inspectorate of Prisons (HMIP) reports have shown a series of deep problems around delivering better outcomes for prisoners in terms of time out of cell, access to

work, education and other purposeful activity, and a need for a more constructive form of engagement between prisoners and prison officers.

This inspection found that pivotal matters such as dealing with critical inspection reports, working practices and industrial relations difficulties were not explicitly recognised in a way that enabled meaningful change within individual prisons, and that performance management and accountability needed to be strengthened within the Prison Service. It also identified a range of localised restrictive working practices

which increase costs and have a cumulative impact in undermining the capacity of the Prison Service to deliver an effective regime.

The report highlighted a definite need to address change across a number of areas including a clear statement of purpose as to what society wants the Prison Service to achieve; a more robust approach to governance and accountability; and organisational culture and behaviours that focus on a more pro-active engagement between officers and prisoners.

Further areas requiring attention and change were the need to develop an industrial relations climate that is supportive of change; implementing staffing and working practices that support the establishment of a progressive, cost-effective and purposeful regime for prisoners and the rationalisation of recommendations into a focused and manageable programme.

The report can be accessed via CJI's website www.cjini.org.

CJI addresses Committee for Justice on prison issues

On 1 February 2011 CJI's Chief Inspector Dr Michael Maguire, Deputy Chief Inspector Brendan McGuigan, together with Inspectors Dr Ian Cameron and Stephen Dolan gave evidence to the Northern Ireland Assembly Committee for Justice about the Northern Ireland Prison Service Corporate Governance inspection.

The Committee was chaired by Lord Morrow and nine members were present to hear Dr Maguire deliver the main findings of the report, published in December 2010. Dr Maguire welcomed the opportunity to provide the Committee with a presentation of the inspection findings and said that, from CJI's perspective, this was a significant benefit of the devolution of policing and justice.

The presentation covered financial and performance information; governance and accountability; developing leadership; working arrangements to

support delivery; industrial relations and organisational culture.

The Committee members then questioned the CJI representatives regarding a number of aspects raised in the report including the measurement of performance; the cost of keeping prisoners in Northern Ireland; working practices and industrial relations with the Prison Officers' Association; change in the Service; the issues around outstanding recommendations; the need for a progressive prison service; and the relationship between the NIPS Headquarters and operational Governors.



A full transcript of the discussion with the Committee for Justice can be found on the Northern Ireland Assembly website at:

http://www.niassembly.gov.uk/record/committees2010/Justice/110201_Criminal%20Justice%20Inspection%20Report.pdf

CJI looks at the management of Jurors

An overall positive message from Northern Ireland's Jurors

In April 2010 CJI published its report into the management of jurors by the Northern Ireland Courts and Tribunals Service (NICTS). The report assessed the experience of those summonsed as jurors from the point of notification and summons, through to their arrival at court, to the pre-trial and post-trial stages.

The inspection found the Court Service was meeting the demands of the criminal justice system by providing sufficient numbers of jurors to ensure the smooth running of criminal trials, and that there had been no unnecessary delays due to insufficient juror numbers. Court Service staff had adopted a customer service excellence approach in order to ensure the experience of those



called for jury service was a positive one.

Inspectors surveyed serving jurors and found that 93% indicated they had a good or satisfactory experience of jury service whilst 63% felt they had made a positive contribution to the justice system by serving as a juror.

Inspectors recommended that further work should be undertaken to improve the numbers of jurors being utilised. While the demands of the criminal justice system were being met the numbers of jurors called regularly exceeded the number actually required.

Based on research in England and Wales Inspectors stated that operating with the optimum number of jurors would improve both the effectiveness and efficiency of the management and administration of jury service.

In an effort to further strengthen juror management arrangements, Inspectors urged the NICTS to continue to assess its court venues to ensure ease of access for jurors with disabilities, and to take action to improve accessibility to enable disabled people to play a full part in jury service.

The overall message was a positive one whilst jurors experiences could be further strengthened through the implementation of the eight recommendations contained in the inspection report. ■



UK National Preventative Mechanism

The Optional Protocol to the Convention against Torture and other Cruel, Inhumane or Degrading Treatment or Punishment (OPCAT) is an international human rights treaty designed to strengthen the protection of people deprived of their liberty. It acknowledges that such people are particularly vulnerable to ill-treatment and advocates that efforts to end such ill-treatment focus on prevention through a series of regular visits to places of custody.



L - R: Nick Hardwick, Chief Inspector of Prisons; Deputy Chief Inspector CJI Brendan McGuigan; Chief Inspector CJI Dr Michael Maguire; Dr Ian Carson, Chair of Board of RQIA and Professor Monica McWilliams, NIHRC.

Article 3 of OPCAT requires State Parties to 'set up, designate or maintain at the domestic level one or several visiting bodies for the prevention of torture and other cruel, inhumane or degrading treatment or punishment'. These domestic bodies are referred to as the National Preventative Mechanism (NPM). The UK Government ratified OPCAT in December 2003 and in March 2009 designated 18 NPM bodies across the UK with HM Inspectorate of Prisons to co-ordinate the work of the NPM. In Northern Ireland the designated bodies include CJI along with the Regulation and Quality Improvement Authority (RQIA), the Prison Service's Independent Monitoring Boards and the Northern Ireland Policing Board's Independent Custody Visiting Scheme.

The first annual report of the UK's NPM was published on 8 February 2011 giving an overview of the state of detention in prisons, police custody, children's secure accommodation, immigration, military and mental health detention.

In Northern Ireland CJI reports published in 2009-10 on Maghaberry Prison, police custody and court custody

and prisoner escorting arrangements, as well as its inspections and visits to the Juvenile Justice Centre and Magilligan Prison specifically relate to its NPM function. In addition, the inspections of prison staff training and development, vulnerable prisoners, life sentence prisoners and mental health also contribute to this area.

In its first year, some common themes have emerged from the UK NPM bodies. In particular, members were concerned about:

- the need to divert detainees with mental health problems from the criminal justice system and the ineffective use of diversionary schemes;
- whether restraint is being used safely, only when absolutely necessary and whether appropriate methods are used on children;
- prison overcrowding having an adverse affect on all aspects of a prisoner's life, with prisons potentially unable to deal with problems caused by overcrowding because of decreasing resources;
- the negative impact immigration detention can have on children's emotional wellbeing, mental health

and ties with the community; and

- detainees' rights to dignity and privacy, particularly in social care and health settings.

The NPM recommends that the UK government identifies places of detention that are not currently monitored by the NPM, such as military detention and court custody, for the purpose of preventing ill-treatment and to ensure the UK complies with its international obligations. The following year will see the NPM members continue to share their expertise and experience of visiting places of detention and explore issues, such as mental health, which arise across different types of detention.

The full NPM report is available on CJI's website, www.cjini.org. ■

... did you know?

From 1 April 2011, CJI will be moving to a predominantly electronic method of distribution for its inspection reports and other corporate publications including its Business and Corporate Plans, follow-up inspection reviews and this newsletter, *The Spec*.

A desire to minimise the use of paper and become more environmentally friendly together with the need to reduce unnecessary costs in the current economic climate has triggered this move. However, CJI believe it is imperative that our work remains widely accessible to you!

If you wish to receive our publications, please provide your first name, surname, the position and organisation/group you are involved with and an up-to-date email address to Amanda.Hannan@cjini.org by Friday 15 April 2011. Thank you for your co-operation. ■

Roads Policing Review

CJI's follow-up review of Roads Policing, published in November 2010, assessed the work undertaken by the Police Service of Northern Ireland (PSNI) since 2008 to progress eight of the nine recommendations which it had responsibility for that were included in CJI's original inspection report. The recommendations were aimed to strengthen the way Roads Policing was managed and implemented.

The original inspection report, published June 2008, recommended that the PSNI should implement the speed thresholds for prosecution/penalty points applied in England and Wales. While Inspectors would have wished to see a quicker response to this recommendation, they commended the PSNI for the steps it has taken and the introduction of driver education and speed awareness courses as an option for motorists who are detected committing lower-level speeding offences.

Inspectors also welcomed the increase in co-operation and engagement between PSNI officers and colleagues in An Garda Síochána acknowledging the positive relationships that had developed and the joint operations that have been carried out between the two policing services with the aim of improving road safety in the border areas.

However, Inspectors were disappointed to find that a properly resourced unit to investigate fatal and



serious collisions had only recently been set up. The resourcing of the new unit should also be monitored on an ongoing basis. This will ensure that if an increase in the current number of fatal and serious road traffic collisions occurs after 2010, these units will have the capacity to carry out additional investigations.

Inspectors also suggested that should there be a desire to lower the drink-drive limit in Northern Ireland, this should be done simultaneously with the Republic of Ireland where legislation has already been passed to lower the legal limit to 50mgs from September 2011. ■

Business Plan 2011-12

Criminal Justice Inspection is currently completing its Business Plan for 2011-12.



Here, Chief Executive Brendan McGuigan explains how the Plan will set out the objectives of the organisation, including a series of targets ensuring they are delivered and how the Inspectorate intends to focus on these areas during the financial year.

“Our Chief Inspector hosted a number of meetings during November and December 2010 to undertake a *stock-take* of the inspection programme 18 months into its delivery, to ensure continued relevance to the criminal justice system,” said Brendan.

“These meetings included discussions with the Minister of Justice, the Attorney General for Northern Ireland, the heads of the justice organisations, political party spokespersons, voluntary and community sector representatives, oversight and accountability bodies and the Chair and Deputy Chair of the Committee for Justice.”

Topics and subjects contained in the inspection programme have been identified through CJI's corporate planning process or have arisen as a result of previous inspection work.

The focus of the work carried out in 2011-12 will involve working with the criminal justice agencies to raise standards while providing independent, impartial assurance to Ministers and the wider community, on the working of the justice system in Northern Ireland. ■



Superintendent Muir Clark, head of Road Policing Unit with PSNI Road Policing vehicles (pictures reproduced by kind permission of the PSNI).

CJI reviews enquiry into mistaken prisoner releases

In September and October 2010 the Northern Ireland Prison Service (NIPS) released two prisoners in error – Devidas Paliutis from Maghaberry Prison and Connelly Cummins from Downpatrick Court. The Minister of Justice, David Ford MLA, initiated an enquiry to be conducted by the NIPS on 4 October and asked the Chief Inspector of Criminal Justice in Northern Ireland to provide independent assurance on the enquiry and its findings.



It was apparent that the factors leading to the release of the two prisoners were different and a series of recommendations were developed by the NIPS enquiry team to address both sets of circumstances. Overall, Inspectors were content that the enquiry delivered what was required to meet its Terms of Reference, and identified or instituted fitting remedial actions to moderate the risk of any further erroneous releases in the short term.

The NIPS enquiry subsequently made a number of recommendations, which were agreed by CJI. Inspectors were encouraged by the freshness in approach to these recommendations by the enquiry team. In particular, Inspectors felt the 'general' recommendations made by the Prison Service were capable of delivering a more appropriate and robust system. Inspectors hope the recommendations will be implemented and sustained over the medium to long term.

One particular area of concern highlighted by Inspectors related to the delays by NIPS to undertake a disciplinary investigation relating to the release of Mr Cummins from Downpatrick Court. The need to give early consideration to a discipline hearing was raised by CJI on a number of occasions. In this regard, a more rapid and effective response by the NIPS could have been initiated in order to address public concerns over the handling of the erroneous releases.

CJI have recommend that a follow-up inspection is carried out in 6-12 months to monitor and review the implementation of the NIPS enquiry team recommendations. ■

In order to discharge their role in providing an independent view on the NIPS enquiry, CJI attended all core NIPS enquiry team meetings and communicated regularly with the team leader outside of those meetings. At the meetings, CJI were invited to comment on all aspects of the enquiry and provided oversight, challenge and scrutiny on all deliberations, as considered appropriate by them.

Among the specific issues raised by CJI during the course of the enquiry was the need to ensure that the Northern Ireland Courts and Tribunals Service (NICTS) appointed a liaison officer for the enquiry, and a need for additional risk-based sampling checks were carried out. This was to provide assurance that

there were not large numbers of other prisoners who had been released in error. In addition, CJI raised issues around the need to ensure that the system errors uncovered from initial enquiries were learned across the Prison Service estate and not just in Maghaberry. All suggestions for further work were accepted by the NIPS enquiry team.

Inspectors also attended and spoke with staff within Maghaberry Prison where they were briefed on and observed the process of advanced checking for court appointments and the management of prisoner files in advance of these appointments.