

Criminal Justice Inspection
Northern Ireland
a better justice system for all



ANNUAL REPORT & ACCOUNTS 2022-23

A BETTER JUSTICE SYSTEM FOR ALL

ANNUAL REPORT AND ACCOUNTS

FOR THE YEAR ENDED
31 MARCH 2023

The Annual Report is laid before the Northern Ireland Assembly under paragraph 4 of Schedule 8 to the Justice (Northern Ireland) Act 2002 as amended by paragraph 24(5) of Schedule 13 to the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010 by the Department of Justice.

The Statement of Accounts and Report of the Comptroller and Auditor General is laid before the Northern Ireland Assembly under paragraph 6 of Schedule 8 to the Justice (Northern Ireland) Act 2002, as amended by paragraph 24(7) of Schedule 13 to the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010 by the Comptroller and Auditor General for Northern Ireland.

on

7 July 2023

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This publication is also available on [our website](#).

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PERFORMANCE REPORT

The Performance Report provides information on Criminal Justice Inspection Northern Ireland (CJI) and its performance during 2022-23.

In this section of the Annual Report, you will find information about the remit and purpose of CJI and how it is structured; CJI's Corporate and Business objectives and how the organisation has performed against the targets it set for the financial year; and the key risks that CJI identified to achieving these objectives, other key risks that CJI faces and details of plans for the future.

The Performance Report is presented in two parts:

- the **Overview** summarises key information about CJI and its principal business objectives and performance in 2022-23. It highlights the risks CJI identified in-year to achieving its objectives and what steps CJI has taken to manage their impact; and
- the **Performance Analysis** provides more detailed information on CJI's performance during the financial year, how this performance supports the achievement of CJI's Corporate Objectives and links to the objectives of the current Programme for Government.

OVERVIEW



JACQUI DURKIN

Chief Inspector of Criminal Justice in Northern Ireland.

STATEMENT BY THE CHIEF INSPECTOR

This year we have thankfully seen a return to more in office and on-site inspection activity.

That is not to say we have not retained the benefits of and lessons learned from remote working supported by video technology to carry out evidence gathering including interviews and focus groups.

Throughout the year it was clear criminal justice organisations were still feeling the impact of the COVID-19 pandemic; the availability and provision of data as well as the time required to complete draft report stages

had an impact on inspection completion and programme delivery.

I am grateful for and proud of the way CJI continued to carry out inspections and publish reports during the pandemic, but I also know that we missed the added value that in person contact and group discussion brings to a team like ours.

We have been operating a blended model of office, on-site inspection fieldwork and home-based working patterns and will keep it under review.

We published five Inspection Reports and at year end have one waiting for approval to publish and five others that I hope to publish between the end of the local council elections and the Northern Ireland Assembly summer recess period.

Just before she left office in October 2022, the Minister of Justice asked me to carry out a review in a community-based restorative justice organisation. CJI had not undertaken this type of review for over a decade and there was no longer any corporate experience of it, however, I believed it was important to do it in the knowledge that the Protocol we were reviewing against was widely acknowledged as outdated and under review itself.

Our links with other Inspectorates and Regulatory Bodies both in Northern Ireland and other jurisdictions are important and we value these connections, access to expertise and opportunities for professional development.

During the year we agreed that a National Preventive Mechanism Northern Ireland subgroup should be established, similar to the arrangements in Scotland. One of our Inspectors is chairing the subgroup for the first two years and our first meeting took place in April 2023.

Having been designated as the independent oversight body, we have also been planning for the first review of Part 1 of the Domestic Abuse and Civil Proceedings Act (Northern Ireland) 2021. This work is in addition to our Inspection Programme with ring fenced funding to support its completion in the required timescale.

This year, a Senior Civil Servant in the Department of Justice carried out a high-level review of CJI as an Arm's Length Body. This was a useful and positive experience for us and we await publication of the Review Report in due course.

We are a small team and the challenges of recruiting and retaining Inspectors had an impact on our scheduled Inspections and capacity. We have recently achieved some stability with a new Inspector and restructured Business Support Team to better support our communication and wider business needs; and I hope this continues for some time.

I want to express my thanks to my deputy James Corrigan, and the Inspectors and Business Support staff for all their work this year and who willingly stepped up to cover resource gaps and changes to allocated inspections at short notice.

I also want to thank our Non-Executive Audit and Risk Assurance Committee members for their valuable contribution to our governance and accountability arrangements.

I know the year ahead will bring more challenges with budget pressures and the absence of a Northern Ireland Assembly, Minister of Justice and Committee for Justice is sorely felt.

There is much to be done to deliver a better criminal justice system in Northern Ireland and our community deserves a legislature and Minister to drive those much-needed improvements forward.



Jacqui Durkin
Chief Inspector of Criminal Justice
in Northern Ireland

27 June 2023

PURPOSE AND ACTIVITIES OF CJI

As Chief Executive and Accounting Officer, I am pleased to present the Annual Report and Accounts for the financial year ended 31 March 2023.

The background to CJI

The Office of the Chief Inspector of Criminal Justice in Northern Ireland was established as an Executive Non-Departmental Public Body (NDPB) under s.45 of the Justice (Northern Ireland) Act 2002, to inspect or ensure the inspection of all aspects of the criminal justice system apart from the judiciary¹.

It was established with the appointment of the first Chief Inspector in 2003 as a Corporation Sole, an executive NDPB, sponsored by the Department of Justice (DoJ).² During 2022-23 CJI's formal accountability was to the locally appointed Minister of Justice until their resignation on 28 October 2022 and afterwards, to the DoJ.



JAMES CORRIGAN

Chief Executive and Accounting Officer.

Remit of CJI

CJI has a statutory remit³ to inspect a wide variety of organisations and bodies and is required to carry out Inspections in relation to these criminal justice bodies or organisations unless the Inspectorate is satisfied they are subject to a satisfactory inspection regime.

1 The courts administration was initially omitted from the organisation's inspection remit but was added following legislative change in 2007.

2 CJI became operational in October 2004. From that time, it conducted a programme of inspections which were agreed annually with the Secretary of State for Northern Ireland until the devolution of policing and justice matters occurred on 12 April 2010. At this time, CJI became an Executive NDPB of the DoJ. Responsibility for agreeing CJI's Inspection Programme then passed to the locally-elected Minister of Justice.

3 Please see [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](#) for further details.

Diagram 1: Organisations that fall within CJI's inspection remit

CJI's remit is broader than this and includes other bodies that also have a regulatory or prosecutorial role that engage with the criminal justice system. They include:

- the Department of Agriculture, Environment and Rural Affairs;
- the Health and Social Care Board and Trusts;
- the Department for the Economy;
- the Health and Safety Executive for Northern Ireland;
- the Department for Communities (Benefit Fraud);
- the Department for Communities (Child Maintenance and Enforcement Division);
- Royal Mail Group;
- Belfast International Airport Ltd;
- Belfast Harbour Commissioners; and
- Larne Harbour Ltd.

CJI's vision

CJI's vision is for '*a better justice system for all*' where the delivery of our services are aligned with the strategic priorities of the Northern Ireland Executive, as set out in the current Programme for Government (PfG) and by the Minister of Justice.

We focus on helping the criminal justice system to deliver stronger governance and strategic planning, be more effective and efficient, ensure the vulnerable are protected and that key outcomes and results are achieved.

All of our internal processes are subject to continuous performance improvement, which is embedded in our ISO 9001:2015 accredited methodology and working practices.

ORGANISATIONAL STRUCTURE

Diagram 2: The organisational structure of CJI



The Chief Inspector is the head of CJI and has responsibility for ensuring the Inspectorate carries out a programme of inspection among the criminal justice agencies within its legislative remit. She has responsibility to report the findings of the Inspectorate's work to the Minister of Justice or in their absence, the Permanent Secretary of the DoJ, and to ensure CJI's reports are laid in the Northern Ireland Assembly.

The Deputy Chief Inspector's role is to support the Chief Inspector in the delivery and management of the Inspection Programme. The Deputy Chief Inspector is also the Chief Executive and Accounting Officer for CJI with responsibility for the day-to-day running of the organisation and ensuring the relevant responsibilities assigned to him as Chief Executive and Accounting Officer are met. This includes controlling the Inspectorate's budget and monitoring expenditure to ensure the most efficient and effective use of resources.

The Deputy Chief Inspector has line management responsibility for the Inspection Team and Business and Communications Manager.

Working together, the Chief Inspector and Deputy Chief Inspector have responsibility for directing and controlling the major activities of the organisation. They are the key members of CJI's Senior Management Team. [Minutes of CJI's Senior Management Team meetings](#) are publicly available on the CJI website. Details of other staff who attended the Senior Management Team meetings can be found within the Directors' Report.

While CJI does not have a Management Board, it has an Audit and Risk Assurance Committee (ARAC) which includes two Non-Executive members. The ARAC meets four times during the financial year. [Minutes of the ARAC meetings](#) can be found on the CJI website.

CJI also participates in quarterly oversight and pay remit meetings with officials from its sponsor division within the DoJ.

OUR VALUES, APPROACH AND CORPORATE ETHOS

Our values

We have seven organisational values that shape how we engage with criminal justice organisations and bodies that we inspect and carry out our inspection work.

Diagram 3: Organisational values of CJI



Our approach and corporate ethos

We work with the inspected organisations in a professional, mature way to produce relevant, evidence-based inspection reports that contain strategic and operational recommendations, which focus on achieving meaningful change linked to our five themes of:

Better services and delivery

Better efficiency and effectiveness

Better protecting and safeguarding

Better strategy and governance

Better outcomes

We will achieve this by:

- ✓ maintaining our organisational values;
- ✓ producing reports that are balanced, objective and evidence-based;
- ✓ taking account of sensitive issues;
- ✓ communicating clearly, frankly and openly with those we inspect and work with;
- ✓ listening to all interested parties;
- ✓ benchmarking and identifying innovative practice found in other jurisdictions;
- ✓ identifying and sharing good practice found within the criminal justice system;
- ✓ where necessary, supporting organisations to achieve accepted inspection recommendations and implement change; and
- ✓ pursuing excellence.

CJI aims to manage itself according to best principles and endeavours to make a positive contribution to the justice system and the wider community. CJI staff members are public servants and their terms and conditions of employment are broadly aligned with those of the Northern Ireland Civil Service (NICS).

Staff members are expected to comply with the standards of conduct laid down by s.4 of the [Civil Service Management Code](#) and the [NICS Standards of Conduct](#) guidance, which sets out in detail the rules governing confidentiality, acceptance of outside appointments and involvement in political activities. Staff members adhere to the ethics and principles outlined in the [NICS Code of Ethics](#).

The culture of the organisation is modelled on a modern, knowledge-based business where staff development, wellbeing and equality is supported and promoted.

CJI's Inspection work

CJI's Inspection work is evidence-led and identified on a risk-based approach that reflects the key challenges facing the criminal justice system. It is undertaken in line with CJI's published [Inspection Programme](#) for each financial year, although CJI retains the ability to adjust and reprioritise the Inspection Programme in-year if required. We also consider inspections or reviews when requested to by the Minister of Justice, where they fall within our inspection remit and doing so would be in the public interest.

The current Programme for Government and the Framework Outcome that *'Everyone feels safe – we all respect the law and each other'* directly relate to CJI's vision of inspecting to improve although other outcomes are also relevant to our work.

CJI's Inspection, Ministerial Requests and Follow-up Review work contributes to the DoJ priorities to *'address harm and vulnerability; challenge offending behaviours and support rehabilitation, and deliver an effective justice system.'*⁴

Further detail on the [Inspection Process](#) is available from the CJI website. Inspections conducted by CJI fully reflect the [Cabinet Office principles for the inspection of public services \(July 2003\)](#).

Method of working

Our method of working focuses on independence, partnership, performance and communication.

Independence

CJI provides 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.

Partnership

CJI works in partnership with inspected bodies and stakeholders to prepare, conduct and publish a programme of Inspections and Reviews.

⁴ DoJ, *Corporate Plan 2022-25 and Business Plan 2022-23* available at [DoJ Corporate Plan 2022-25 and Business Plan 2022-23.pdf \(justice-ni.gov.uk\)](#)

Where appropriate CJI utilises the knowledge and professional expertise of other Inspectorates and independent specialists to further enhance the professional expertise of the Inspection Team and quality of our Inspection reports. We value our effective partnerships with other inspection, oversight and regulatory bodies in Northern Ireland where they also have a statutory obligation to carry out inspections involving organisations and bodies within CJI's remit or provide services in those organisations.

During 2022-23 CJI undertook inspection work with His Majesty's Inspectorate of Prisons (HMIP), the Education and Training Inspectorate (ETI), the Regulation and Quality Improvement Authority (RQIA), His Majesty's Crown Prosecution Service Inspectorate, (HMCPSI) and His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).

Performance

CJI aims to secure improvements to the effectiveness and efficiency of the criminal justice system by making strategic and operational recommendations that are evidence-based. Our recommendations take account of human rights standards, benchmarking with other jurisdictions and sectors and aim to promote and secure innovation and best practice.

CJI also seeks to ensure that the criminal justice organisations in Northern Ireland are fair and equitable in all their policies and operations. When appropriate, we encourage and support inspected organisations to deliver recommendations and implement the required changes - this can involve facilitating cross-agency/Departmental working in line with the priorities of the Minister of Justice and the priorities and outcomes contained in the current Programme for Government.

Communication

Good communication enables CJI to influence and effect positive change. Raising awareness of the findings of CJI Inspections, Ministerial Reviews and Follow-up Reviews contributes to achieving a better justice system for all and public confidence. Making reports and reviews widely accessible through the CJI website and social media platforms like [Twitter](#) and [YouTube](#) leads to a more open and accountable criminal justice system.

By providing briefings to the Minister of Justice and DoJ officials, the Committee for Justice, All Party Groups and political parties CJI can inform discussion and decision making about the issues facing and effectiveness of the criminal justice system.

CJI engages widely and communicates our inspection findings clearly and consistently while remaining responsive to the wider context in which inspected organisations deliver their services, without compromising our independence.

CJI membership of the United Kingdom's (UK) National Preventive Mechanism



CJI is one of four designated independent bodies in Northern Ireland who are members of the UK's National Preventive Mechanism (NPM), which ensures the rights of those in places of detention.

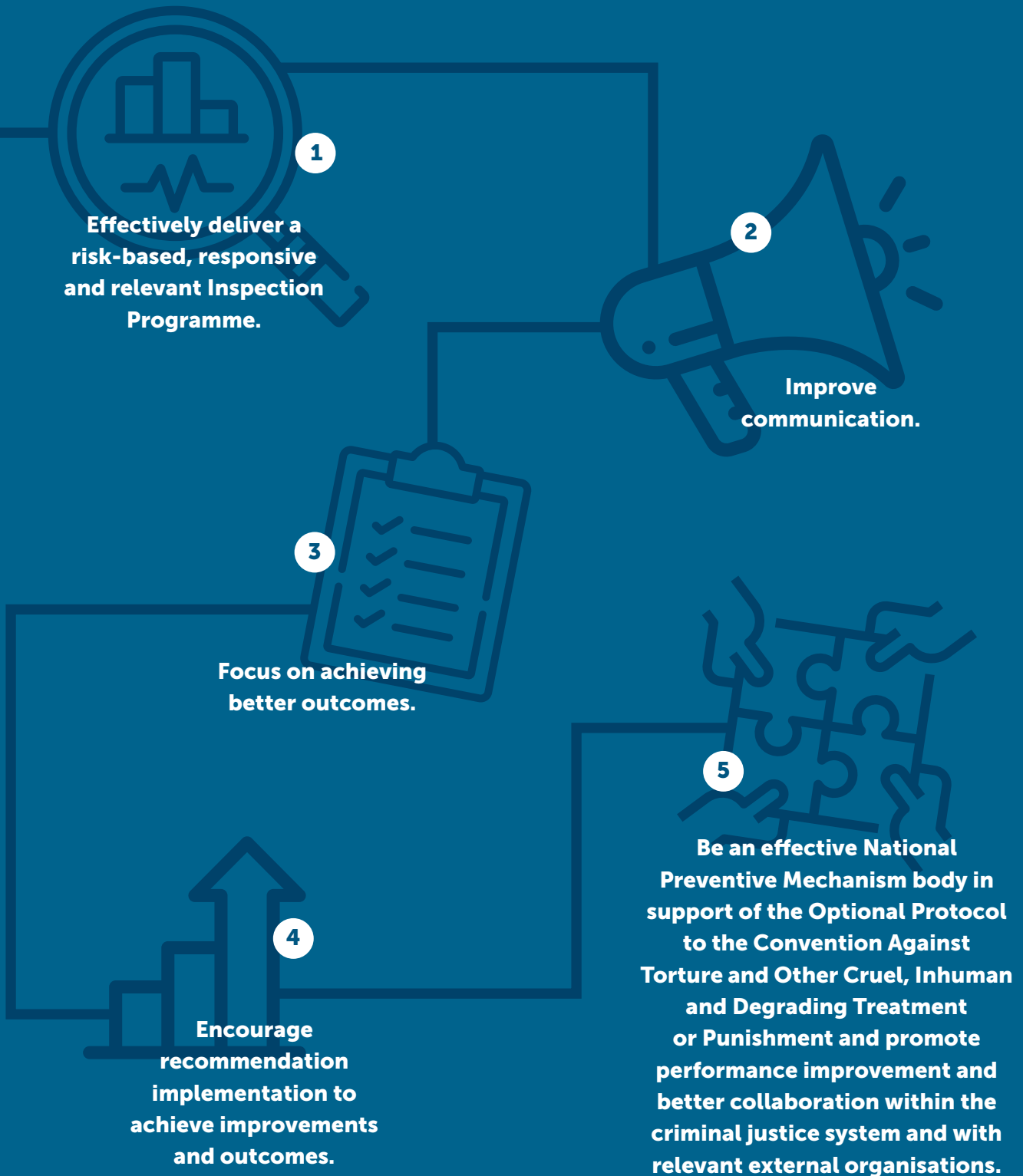
Inspection work undertaken in places of detention such as prisons and the Juvenile Justice Centre specifically relates to CJI's NPM function.

Further detail on the NPM and its role in relation to the Optional Protocol to the Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT) international human rights treaty can be found at [CJI - Criminal Justice Inspection Northern Ireland - National Preventive Mechanism](#) or on the [NPM website](#).

During 2022-23, CJI published [an announced inspection of Woodlands Juvenile Justice Centre](#) (September 2022) (in partnership with the RQIA and ETI) that related to its NPM function. Other inspection work in Northern Ireland's prisons completed in-year will be published in the 2023-24 financial year.

BUSINESS OBJECTIVES FOR 2022-23

The strategic objectives of the organisation during 2022-23 were to:



PERFORMANCE SUMMARY

At the start of the financial year CJI developed an annual [Business Plan and Inspection Programme for 2022-23](#) that took account of the views expressed by stakeholders during consultation meetings with the Chief Inspector, the current Programme for Government and the stated priorities of the Minister of Justice.

CJI's business targets and performance objectives covered four areas. They were: Inspection Programme; Communication; Corporate Governance; and People.

Business Area	Performance highlights in 2022-23	Performance assessment
 <p>Inspection Programme 9 objectives</p>	<ul style="list-style-type: none"> Fully achieved 8/9 objectives (89%) and partially achieved remaining 1 objective (11%); acceptance of all strategic and operational recommendations; and commenced work on 83% of planned Inspections Follow-up Reviews including two unplanned Ministerial/DoJ requests. 	
 <p>Communication 5 objectives</p>	<ul style="list-style-type: none"> Fully achieved all objectives (100%); effective engagement with stakeholders and feedback from criminal justice organisations secured; and effective website and social media presence maintained. 	
 <p>Corporate Governance 10 objectives</p>	<ul style="list-style-type: none"> Fully achieved all objectives (100%); Corporation Sole Partnership Agreement signed in-year with DoJ sponsor division; 2022-23 budget effectively managed and financial returns provided on request; and ISO 9001:2015 Quality Management System certificate maintained. 	
 <p>People 5 objectives</p>	<ul style="list-style-type: none"> Fully achieved all objectives (100%); New Full-Time Inspector recruited; Business Support Team restructured and new staff member appointed; and Team development to increase staff engagement undertaken. 	

You can find further detail on the specific business objectives and performance against individual targets in the Performance Analysis section of this report.

PRINCIPAL ISSUES AND RISKS AFFECTING CJI DURING 2022-23

The 2022-23 financial year presented a number of challenges for the organisation. It required CJI to flex to mitigate risks identified throughout the year, remain responsive to changing public health workplace safety, travel guidance and regulations as the COVID-19 pandemic restrictions eased and to maintain a focus on the delivery of the Inspection Programme and achieving our business objectives.

CJI examined the possible risks that could affect the organisation's ability to deliver its objectives on four occasions during 2022-23. These reviews considered the cause of these risks, the likelihood of the risks materialising and their potential impact, and the mitigating actions CJI could take to minimise the impact of these risks to the organisation and its ongoing operation.

Throughout the financial year CJI maintained a focus on the quality of its inspection products, its relevance both to and within the criminal justice system and its resilience and sustainability.

From the start of 2022-23 CJI identified uncertainty around its budget allocation as a risk to its ability to deliver a quality inspection product. Throughout the financial year CJI engaged with its sponsor division within the DoJ to raise awareness of the implications of this risk and the negative impact it would have on the delivery of the agreed Inspection Programme. CJI was successful in securing additional funding in-year to commence work on a DoJ requested Review of Part 1 of the Domestic Abuse and Civil Proceedings Act (Northern Ireland) 2021.

CJI also considered the impact of a possible significant budget reduction in the 2023-24 financial year on the organisation's ability to effectively plan and commit resources to undertake a comprehensive, risk-based Inspection Programme in line with its statutory remit in the next business year.

While CJI's ability to undertake on-site fieldwork increased it was clear criminal justice organisations were still feeling the effect of the COVID-19 pandemic; the availability and provision of data as well as the time required to complete draft report stages had an impact on inspection completion and programme delivery.

The resignation of a newly recruited Inspector resulted in reduced capacity for part of the year and the re-allocation of planned Inspection work and the delayed commencement of some Inspections to the latter part of 2022-23 when a further appointment was made. The time and resource required to undertake a Ministerial Review of Community Restorative Justice Ireland and its accredited schemes had a knock-on effect on the progress of other inspections in the 2022-23 Inspection Programme.

CJI undertook work in-year to restructure its Business Support function and recruited a new staff member to enhance its digital communication and business capacity to better meet our future inspection and business needs.

A more detailed explanation of the risk profile of CJI can be found within the Performance Analysis section of the Annual Report.

Emerging issues that may affect future performance

Budgetary pressures in 2023-24

In the absence of a Northern Ireland Executive, the Secretary of State for Northern Ireland's Written Ministerial Statement issued on 27 April 2023 set the DoJ opening budget allocation for the 2023-24 financial year.

CJI was subsequently issued with an opening 2023-24 Resource Budget Allocation (non-ringfenced) of £1,108,000. This represents a £19,000 (1.70%) reduction compared to the opening Resource budget for the prior year. In real terms taking account of inflationary impacts on operating costs and staff pay awards, the percentage budget cut is greater than 1.70%. We have raised the risks presented by this opening budget allocation with our sponsor division within the DoJ. As most of the budget is allocated to staff costs and other contractually committed expenditure, CJI has little scope to reduce spending elsewhere.

This will have immediate implications for the 2023-24 Inspection Programme with a reduced number of inspections and reviews conducted and the loss of CJI's ability to secure external support for planned inspections. Our ability to secure external assistance for planned inspections such as prisons is also affected. CJI will also be unable to respond to Ministerial Requests without securing additional funding.

This reduction in funding directly impacts CJI's ability to deliver a risk-based Inspection Programme, which has been designed following consultation with stakeholders and with independence at its core.

CJI's ability to maintain an effective, quality website is also at risk should additional funding not be provided to enable a project to replace the existing website - which will become unsupported in the latter months of the 2023-24 financial year.

COVID-19 pandemic recovery

CJI recognises criminal justice organisations are still feeling the impact of the COVID-19 pandemic and the speed at which the wider criminal justice system recovers operations and services from the pandemic has the potential to influence its future business performance.

Going concern

The Statement of Financial Position as 31 March 2023 shows negative Taxpayers' Equity of £188,071 (2021-22: £175,143) reflecting liabilities due in future years. Future financing of CJI's liabilities to the extent that these are not to be met from other sources of income may only be met by future grants from CJI's sponsoring Department, the DoJ, which is supply financed and draws its funding from the Northern Ireland Consolidated Fund. There is no reason to believe that future approval of Grant funding will not be forthcoming. There is no liquidity risk in respect of the liabilities due in future years. It has accordingly been considered appropriate to adopt a going concern basis for the preparation of the CJI's financial statements for 2022-23.

PERFORMANCE ANALYSIS

The Performance Analysis section of the Annual Report provides a detailed view of CJI's performance against its business objectives for 2022-23 and how the organisation's business objectives link to the current Programme for Government and the Framework Outcome that *'Everyone feels safe – we all respect the law and each other'*.

It provides further detail on CJI's risk profile, the risks it has faced in-year and changes in these risks, the steps taken to mitigate the impact of these risks on its performance, as well as highlighting any risk that may affect the future plans or performance of the Inspectorate.

It explains how CJI is funded, allocated its funds within the public sector budgeting framework and explains how the organisation has promoted equality, sustainability and diversity during 2022-23.

Performance management

As part of its ongoing business activities CJI reviews and manages organisational performance through discussions and reports presented to the CJI Senior Management Team on a monthly basis.

The Deputy Chief Inspector reports performance and progress in relation to the Inspection Programme, while the Business and Communications Manager reports on communications activity and business management matters. The organisation spend against budget is reported monthly with in-year budgetary pressures and easements reported to the DoJ through the formal in-year budget monitoring processes.

Throughout the year CJI undertook a programme of internal audits and evaluations of procedures to deliver continuous improvement of its Quality Management System and high-quality inspection reports. Reports relating to the internal Quality Management System audits are presented to the Senior Management Team each month.

Staff performance in CJI is continually managed through discussions between staff members and their line manager and formally recorded on a biannual basis through the performance review reporting system.

Overall organisational performance linked to corporate governance is reported to the CJI ARAC.

Corporate and Business Planning

In May 2022, CJI published its [Business Plan including the Inspection Programme for 2022-23](#) which set out the objectives and targets for the reporting period and the resources CJI intended to employ to achieve them. The Business Plan included an overview of the programme of Inspections, Ministerial Requests and Follow-up Reviews the Inspectorate intended to undertake and reflected the corporate objectives set for CJI in its three year [Corporate Plan for 2020-23](#).

As part of the work to develop the 2022-23 Inspection Programme, CJI's Chief Inspector engaged with representatives of other criminal justice bodies within CJI's remit, stakeholders working within the criminal justice sector, as well as senior management in each of the key criminal justice organisations. Discussions took place with the Lady Chief Justice and Attorney General for Northern Ireland. The Chief Inspector also engaged with political parties represented in the Northern Ireland Assembly and voluntary and community sector bodies. The meetings were held to gain their views on the topics CJI proposed to include in its Inspection Programme prior to its submission to the Minister of Justice for permission to publish.

PERFORMANCE AGAINST OBJECTIVES AND TARGETS

In this section CJI reports in detail on its performance during the financial year as outlined in its 2022-23 Business Plan. Through this work CJI has sought to make its contribution to the current Programme for Government Outcome *'Everyone feels safe – we all respect the law and each other'* and the DoJ indicator of the increased effectiveness of the justice system.

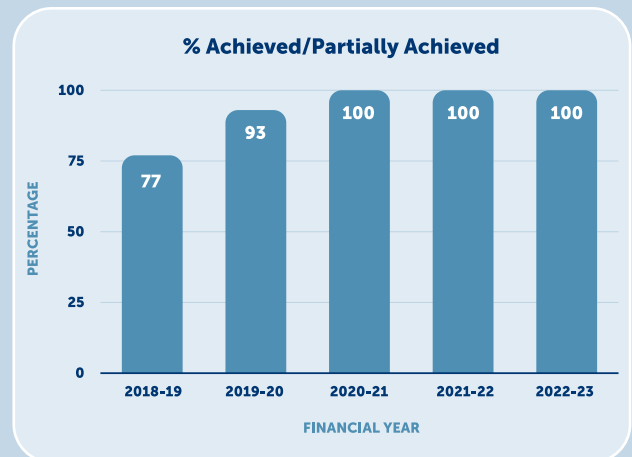
Based on the organisational performance in 2022-23, CJI assesses 97% (28/29) of targets set as achieved and 3% (1/29) as partially achieved.

CJI uses the 'Red-Amber-Green' (RAG) or 'traffic light' status to monitor performance and signify if targets are not achieved (Red), partially achieved (Amber) or achieved (Green).

Chart 1: CJI Overall performance against objectives and targets in 2022-23

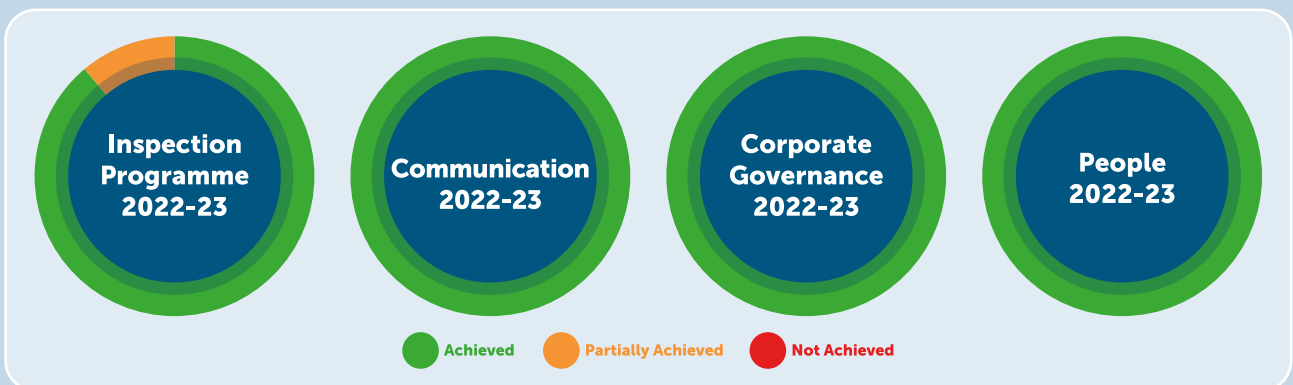


Chart 2: CJI's overall performance against targets 2018-19 to 2022-23








Further detail on CJI's objectives, performance targets and inspection findings for 2022-23 can be found in the following charts and table.

Charts 3-6: Overview of CJI performance against targets set across four business areas in 2022-23









Brief performance information relating to performance in the two previous financial years is included in the table where available.

INSPECTION PROGRAMME		
Performance objective: To undertake the approved annual Inspection Programme and respond to Ministerial Requests.		
2022-23		2021-22 & 2020-21
Performance targets	Progress against objectives and targets at year end & status	Performance reported in prior financial year (where applicable)
Commence 90% of Inspections and Follow-up Reviews and progress in line with agreed Terms of Reference.	<p> Partially achieved</p> <p>The resignation of a newly appointed Inspector and timeframes for appointing their successor impacted the availability of Inspector resources and meant some Inspections and Follow-Up Reviews could not progress in line with anticipated timescales and were delayed or postponed until 2023-24. The availability of requested data and management information also impacted the progress of the Inspection Programme. In addition, CJI was asked to undertake and commenced two unplanned Ministerial/DoJ requests in-year (100%)</p> <p>CJI commenced 80% (8 out of 10) planned Inspections and Follow-up Reviews listed in the 2022-2023 Business Plan. One planned Inspection was subject to request by the DoJ. One Follow-Up Review was outstanding on 31 March 2023.</p>	<p>2021-22 Target: Commence 90% of Inspections and Follow-up Reviews listed in the Business Plan.</p> <p>2021-22 Performance:  Partially achieved</p> <p>2020-21 Target: Commence 90% of Inspections and Follow-up Reviews listed in the Business Plan.</p> <p>2020-21 Performance:  Partially achieved</p>
Consider and respond to any Ministerial Request for a review.	<p> Achieved</p> <p>CJI commenced work on a Ministerial Review of Community Restorative Justice Ireland and its associated schemes and a Review of Part 1 of the Domestic Abuse and Civil Proceedings Act (Northern Ireland) 2021.</p> <p>Previous work in relation to Probation Approved Premises (hostels) included in the Inspection Programme was published.</p>	<p>2021-22 Target: As shown.</p> <p>2021-22 Performance:  Achieved</p> <p>2020-21 Target: As shown.</p> <p>2020-21 Performance:  Achieved</p>

INSPECTION PROGRAMME

Performance objective:







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

2022-23		2021-22 & 2020-21
Performance targets	Progress against objectives and targets at year end & status	Performance reported in prior financial year (where applicable)
<p>Monitor the acceptance of published inspection report recommendations and implementation progress of previous report recommendations.</p>	<p> Achieved</p> <p>All strategic and operational recommendations were accepted by the inspected organisations. CJI continues to monitor the implementation and progress of previous report recommendations via its programme of Follow-up Reviews and in-year discussions between the Chief Inspector and the heads of inspected organisations and DoJ officials.</p>	<p>2021-22 Target: As shown.</p> <p>2021-22 Performance:  Achieved</p> <p>2020-21 Target: Monitor the acceptance rate for all strategic and operational recommendations made in-year and request a written response for any recommendations not accepted.</p> <p>2020-21 Performance:  Achieved</p>
<p>Maintain effective working relationships with criminal justice organisations in our statutory remit, relevant community and voluntary organisations and other stakeholders.</p>	<p> Achieved</p> <p>Effective relationships were maintained in-year. Consultation meetings to inform the 2023-24 Business Plan and Inspection Programme and 2023-26 Corporate Plan were undertaken by the Chief Inspector (November 2022 - February 2023). Engagement with voluntary and community organisations/academia undertaken.</p> <p>The Chief Inspector and Deputy Chief Inspector attended a range of stakeholder events in-year.</p>	<p>2021-22 Target: As shown.</p> <p>2021-22 Performance:  Achieved</p> <p>2020-21 Target: As shown.</p> <p>2020-21 Performance:  Achieved</p>

INSPECTION PROGRAMME

Performance objective:








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

2022-23		2021-22 & 2020-21
Performance targets	Progress against objectives and targets at year end & status	Performance reported in prior financial year (where applicable)
<p>Effectively fulfil our responsibilities as a member of the National Preventive Mechanism (NPM).</p>	<p> Achieved</p> <p>CJI published an announced inspection of Woodlands Juvenile Justice Centre and carried out work on an inspection of Maghaberry Prison (publication due 2023-24); a Follow-Up Review of Care and Supervision Units in the Northern Ireland Prison Service (publication due 2023-24) linked to its NPM responsibilities. CJI contributed to the 13th NPM Annual Report. A CJI Inspector remains an active member of the NPM Steering Group overseeing the overall strategy and activity of the NPM and has been appointed Chair of the NPM Northern Ireland subgroup.</p>	<p>2021-22 Target: As shown.</p> <p>2021-22 Performance:</p> <p> Achieved</p> <p>2020-21 Target: As shown.</p> <p>2020-21 Performance:</p> <p> Achieved</p>
<p>Maintain effective working relationships with partner Inspectorates and explore opportunities for agreed joint cross-cutting inspections.</p>	<p> Achieved</p> <p>CJI's Chief Inspector and Deputy Chief Inspector participated in joint inspectorate forums during the year. New Memorandum of Understanding were signed with RQIA and HMICFRS.</p> <p>Chief Inspector engaged with the heads of HMICFRS; HMIP; His Majesty's Inspectorate of Constabulary Scotland (HMICS); An Garda Síochána Inspectorate (AGSI); HMCPSI; His Majesty's Inspectorate of Probation (HMI Probation); the RQIA and ETI. Work with colleagues from HMCPSI to inform the inspection of File Quality and Disclosure was completed. Preparatory work undertaken with HMCPSI and HMICFRS to support the Review of Part 1 of the Domestic Abuse and Civil Proceedings Act (Northern Ireland) 2021; Community Safety & Local Policing Arrangements and a Vulnerable Adults Inspection (HMICFRS). A joint pilot thematic inspection on Child Protection with the RQIA and ETI was undertaken during 2022-23.</p>	<p>2021-22 Target: As shown.</p> <p>2021-22 Performance:</p> <p> Achieved</p> <p>2020-21 Target: As shown.</p> <p>2020-21 Performance:</p> <p> Achieved</p>

INSPECTION PROGRAMME

Performance objective:







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

2022-23		2021-22 & 2020-21
Performance targets	Progress against objectives and targets at year end & status	Performance reported in prior financial year (where applicable)
<p>Effectively engage with the DoJ appointed Review Panel on the review of the 2007 Protocol relating to the accreditation of community restorative justice projects and CJJ's role.</p>	<p> Achieved</p> <p>CJJ provided a detailed response to the DoJ in-year following previous engagement with DoJ officials and the Independent Panel appointed to review the 2007 community restorative justice Protocol during 2021-22.</p> <p>The revised Protocol was published in January 2023.</p>	<p>2021-22 Target: Progress discussions with the DoJ on CJJ's statutory authority for inspecting hostel accommodation.</p> <p>2021-22 Performance:</p> <p> Achieved</p> <p>No comparable target set during the 2020-21 financial year.</p>
<p>Consult on an annual Inspection Programme.</p>	<p> Achieved</p> <p>The Chief Inspector consulted on the 2023-24 Inspection Programme with heads of all inspected organisations; senior officials within the DoJ; representatives of political parties elected to the Northern Ireland Assembly; stakeholders from the voluntary and community sector and academia; the Lady Chief Justice and Attorney General for Northern Ireland. Consultation meetings took place between November 2022 and February 2023.</p>	<p>2021-22 Target: As shown.</p> <p>2021-22 Performance:</p> <p> Achieved</p> <p>2020-21 Target: As shown.</p> <p>2020-21 Performance:</p> <p> Achieved</p>
<p>Implement our Sustainability and Recovery Plan to safely restore required on-site inspection fieldwork.</p>	<p> Achieved</p> <p>CJJ has updated its Sustainability and Recovery Plan in line with current Public Health Agency advice. This will remain under consideration. CJJ's Chief Inspector, Deputy Chief Inspector and Inspection Team continue to engage with inspected organisations to mitigate risks associated with increased levels of on-site inspection fieldwork. Risk assessments are undertaken prior to commencement of inspection work/on-site fieldwork.</p>	<p>2020-21 Target: As shown.</p> <p>2020-21 Performance:</p> <p> Achieved</p> <p>Inspected organisations to mitigate risks associated with increased levels of on-site inspection fieldwork.</p> <p>No comparable target set during the 2020-21 financial year.</p>

COMMUNICATIONS

Performance objective:







To develop and implement an effective communications strategy.

2022-23		2021-22 & 2020-21
Performance targets	Progress against objectives and targets at year end & status	Performance reported in prior financial year (where applicable)
<p>Publish all approved Inspection reports and Follow-up Review reports by laying or presenting before the Northern Ireland Assembly and publishing on the CJI website.</p>	<p> Achieved</p> <p>Five full Inspections were published in-year. A further inspection was with the DoJ Permanent Secretary for Permission to Publish at year end.</p>	<p>2021-22 Target: As shown.</p> <p>2021-22 Performance:  Achieved</p> <p>2020-21 Target: On approval, publish all Inspections and Follow-up Reviews by laying before the Northern Ireland Assembly and on the CJI website.</p> <p>2020-21 Performance:  Achieved</p>
<p>Maintain effective engagement with key stakeholders.</p>	<p> Achieved</p> <p>CJI's Chief Inspector; Deputy Chief Inspector and Lead Inspectors continued to engage with all inspected organisations to ensure a clear understanding of the evidence base and findings from the completed Inspections.</p> <p>The Chief Inspector commenced annual consultation meetings in November 2022 to inform the new Corporate Plan and 2023-24 Business Plan and Inspection Programme. The Chief Inspector and Deputy Chief Inspector attended a range of stakeholder events including the Probation Board for Northern Ireland Corporate Plan consultation, Bar Council of Northern Ireland Conference and the Lowry Lecture. The Chief Inspector also met with the Victims Commissioner in-year.</p> <p>Engagement with voluntary and community organisations continued as part of the Inspection Programme.</p> <p>The Chief Inspector continued to participate in the Inspectorate/Ombudsman Forum in 2022-23.</p> <p>The Deputy Chief Inspector and members of the Inspection Team engaged with Queen's University, Belfast and Ulster University, providing student lectures on our work.</p> <p>CJI continued to engage with inspected organisations and stakeholders as part of the communication strategy employed for each publication.</p>	<p>2021-22 Target: As shown.</p> <p>2021-22 Performance:  Achieved</p> <p>2020-21 Target: As shown.</p> <p>2020-21 Performance:  Achieved</p>

COMMUNICATIONS

Performance objective:

To develop and implement an effective communications strategy.

2022-23		2021-22 & 2020-21
Performance targets	Progress against objectives and targets at year end & status	Performance reported in prior financial year (where applicable)
Effectively brief the Minister of Justice, DoJ Permanent Secretary, Committee for Justice, All Party Groups and other political representatives on request.	<p> Achieved</p> <p>CJI's Chief Inspector offered an opportunity to discuss inspection findings to the Minister of Justice or DoJ Permanent Secretary in their absence alongside each request to publish a CJI's Inspection report. As no Committee for Justice was formed in-year, CJI's Chief Inspector engaged with other political representatives and voluntary and community sector bodies on request.</p> <p>Copies of all published Inspection reports and Reviews were laid in the Northern Ireland Assembly.</p>	<p>2021-22 Target: As shown.</p> <p>2021-22 Performance:</p> <p> Achieved</p> <p>2020-21 Target: Effectively brief the Justice Committee, Ministers and other political representatives on request.</p> <p>2020-21 Performance:</p> <p> Achieved</p>
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 Lady Chief Justice, Committee for Justice and the justice spokespersons of the main political parties represented in the Northern Ireland Assembly.	<p> Achieved</p> <p>The Chief Inspector engaged with the heads of the main criminal justice agencies; the Minister of Justice; DoJ Permanent Secretary and DoJ officials; the Lady Chief Justice; the Attorney General for Northern Ireland; and the justice representatives of the main political parties represented in the Northern Ireland Assembly. The Chief Inspector attended the Criminal Justice Board (September 2022) and contributed in-year to discussion on the post COVID-19 recovery of the criminal justice system.</p>	<p>2021-22 Target: As shown.</p> <p>2021-22 Performance:</p> <p> Achieved</p> <p>2020-21 Target: Obtain feedback on CJI's work from the heads of the main criminal justice agencies; the Minister of Justice for Northern Ireland/DoJ; the Attorney General for Northern Ireland; the Lord Chief Justice and the justice spokespersons of the main political parties represented in the Northern Ireland Assembly.</p> <p>2020-21 Performance:</p> <p> Achieved</p>

COMMUNICATIONS

Performance objective:

To develop and implement an effective communications strategy.

2022-23

2021-22 & 2020-21

Performance targets

Progress against objectives and targets at year end & status

Performance reported in prior financial year (where applicable)

Maintain a quality, accessible website and an effective social media presence.



Achieved

CJI continued to maintain an accessible website and social media presence in-year. Preparatory work to inform the requirements and drafting of a business case for the development of a new website commenced but did not progress in line with projected timeframes due to resource pressures. A contract extension was used to maintain website hosting and maintenance services for the 2023-24 year while a new website proposal is developed and introduced.

Social media channels were used in-year to publicise the work of CJI and engagement with other organisations and stakeholders; the commencement of inspection work; and publicise opportunities for the community to contribute directly to inspection work. We also used social media to support wider criminal justice system campaigns focussing on topics such as modern slavery and domestic and sexual violence and abuse.

2021-22 Target:

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

2021-22 Performance:



Achieved

2020-21 Target:

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

2020-21 Performance:







Achieved

CORPORATE GOVERNANCE

Performance objective:

To effectively fulfil required Corporation Sole governance arrangements.

2022-23		2021-22 & 2020-21
Performance targets	Progress against objectives and targets at year end & status	Performance reported in prior financial year (where applicable)
<p>Publish an annual Business Plan incorporating an Inspection Programme which has been approved by the Minister of Justice.</p>	<p> Achieved</p> <p>An annual Business Plan including an Inspection Programme for 2022-23 approved by the Minister of Justice was published in May 2022.</p>	<p>2021-22 Target: As stated.</p> <p>2021-22 Performance:  Achieved</p> <p>2020-21 Target: Publish an annual Business Plan which has been approved by the Minister of Justice.</p> <p>2020-21 Performance:  Achieved</p>
<p>Prepare a new three-year Corporate Plan for 2023-26.</p>	<p> Achieved</p> <p>Engagement work to support development of a new three-year Corporate Plan was undertaken. An internal half-day CJI Corporate Planning discussion took place in March 2023. A new Corporate Plan for 2023-26 was drafted by 31 March 2023. CJI will seek to publish its 2023-26 Corporate Plan in 2023-24.</p>	<p>No comparable target set during the 2021-22 financial year.</p> <p>No comparable target set during the 2020-21 financial year.</p>

CORPORATE GOVERNANCE

Performance objective:





To effectively fulfil required Corporation Sole governance arrangements.

2022-23		2021-22 & 2020-21
Performance targets	Progress against objectives and targets at year end & status	Performance reported in prior financial year (where applicable)
Maintain effective and proportionate sponsor arrangements and relationships with the DoJ sponsor division and facilitate an appropriate Corporation Sole Partnership Agreement	<p> Achieved</p> <p>CJI has participated in four oversight meetings with its DoJ sponsor division during 2022-23. A new Corporation Sole Partnership Agreement and Engagement Plan - replacing the Management Statement and Financial Memorandum - was signed by the Chief Inspector, Deputy Chief Inspector and Chief Executive and a representative of CJI's sponsor division in December 2022.</p> <p>Formal and informal contact was maintained in-year. CJI's Chief Inspector and Deputy Chief Inspector contributed to a review of CJI by a senior DoJ official in line with the requirements of the New Decade, New Approach document in December and January 2023.</p>	<p>2021-22 Target: Maintain effective and proportionate sponsor arrangements and relationships with DoJ sponsor division and develop an appropriate Corporation Sole Partnership Agreement.</p> <p>2021-22 Performance:  Partially achieved</p> <p>2020-21 Target: Maintain effective sponsor arrangements and relationships with the DoJ sponsor team and develop an appropriate Corporation Sole Partnership Agreement.</p> <p>2020-21 Performance:  Partially achieved</p>
Maintain an effective and proportionate Audit and Risk Assurance Committee (ARAC) including Non-Executive membership in line with best practice.	<p> Achieved</p> <p>CJI's ARAC met four times during 2022-23. An in-camera meeting between CJI's Non-Executive Members and CJI's Internal and External Audit providers took place in advance of the autumn ARAC meeting. CJI's ARAC returned to in-person meetings in-year.</p>	<p>2021-22 Target: As shown.</p> <p>2021-22 Performance:  Achieved</p> <p>No comparable target set during the 2020-21 financial year.</p>

CORPORATE GOVERNANCE

Performance objective:

To effectively fulfil required Corporation Sole governance arrangements.

2022-23		2021-22 & 2020-21
Performance targets	Progress against objectives and targets at year end & status	Performance reported in prior financial year (where applicable)
Effectively manage known financial pressures in partnership with DoJ sponsor team by securing adequate funding to deliver the agreed Inspection Programme.	<p> Achieved</p> <p>CJI operated with a contingency planning envelope for the first three quarters of the financial year until its 2022-23 budget was finalised in December 2022. CJI operated within its allocated budget, notifying underspends due to delays in recruitment within Inspection/Business Support Teams to its sponsoring department through in-year budgeting exercises.</p> <p>Future budgetary planning exercises for 2023-24 were completed with pressures facing the organisation in the next financial year identified. CJI's future budget settlement and business needs are discussed on an on-going basis with its DoJ sponsor division.</p> <p>CJI was successful in securing additional funding in-year from the DoJ to support work on a review of Part 1 of the Domestic Abuse and Civil Proceedings Act (Northern Ireland) 2021.</p>	<p>2021-22 Target: As shown.</p> <p>2021-22 Performance:</p> <p> Achieved</p> <p>No comparable target set during the 2020-21 financial year.</p>
Submit all financial management and governance returns to the DoJ in line with required timeframes.	<p> Achieved</p>	<p>2021-22 Target: As shown.</p> <p>2021-22 Performance:</p> <p> Achieved</p> <p>No comparable target set during the 2020-21 financial year.</p>

CORPORATE GOVERNANCE

Performance objective:




To effectively fulfil required Corporation Sole governance arrangements.

2022-23		2021-22 & 2020-21
Performance targets	Progress against objectives and targets at year end & status	Performance reported in prior financial year (where applicable)
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.	 Achieved CJI secured an unqualified audit certificate from the Comptroller and Auditor General for Northern Ireland for its 2021-22 Accounts. The Annual Report and Accounts were laid before the Northern Ireland Assembly on 8 July 2022.	2021-22 Target: As shown. 2021-22 Performance:  Achieved 2020-21 Target: As shown. 2020-21 Performance:  Achieved
Process all payments in line with DoJ policy on payments to suppliers.	 Achieved CJI processed 99% (72/73) of payments within 10 working days and 100% of payments within 30 calendar days (73/73).	2021-22 Target: As shown. 2021-22 Performance:  Achieved 2020-21 Target: As shown. 2020-21 Performance:  Partially achieved
Effectively respond to requests for information under the Freedom of Information Act 2000, input to DoJ Assembly Questions and Committee for Justice briefings.	 Achieved	2021-22 Target: As shown. 2021-22 Performance:  Achieved 2020-21 Target: As shown. 2020-21 Performance:  Achieved

CORPORATE GOVERNANCE

Performance objective:

To effectively fulfil required Corporation Sole governance arrangements.

2022-23		2021-22 & 2020-21
Performance targets	Progress against objectives and targets at year end & status	Performance reported in prior financial year (where applicable)
Maintain a Quality Management System (ISO 9001:2015).	<p> Achieved</p> <p>CJI retained its ISO 9001:2015 standard for its Quality Management System following an in-person recertification audit in January 2023. Monthly internal Quality Management System audit reports were presented at Senior Management Team meetings in-year.</p>	<p>2021-22 Target: As shown.</p> <p>2021-22 Performance:  Achieved</p> <p>2020-21 Target: As shown.</p> <p>2020-21 Performance:  Achieved</p>

PEOPLE

Performance objective:

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

2022-23

2021-22 & 2020-21

Performance targets

Progress against objectives and targets at year end & status

Performance reported in prior financial year (where applicable)

Provide agreed development and training opportunities for staff to enhance their skills and experience.



Achieved

CJI provided training and development opportunities for staff including participation in webinars; media training for a newly appointed Inspector; on-line training seminars; and an opportunity to participate in a HMIP-led inspection of a prison facility in England.

2021-22 Target:

As shown.

2021-22 Performance:



Achieved

2020-21 Target:

Provide training and development opportunities for staff.

2020-21 Performance:



Achieved

Recruit a new Full Time Inspector



Achieved

CJI undertook a recruitment competition in spring 2022 and appointed a new Full Time Inspector in July 2022. The newly appointed Inspector resigned shortly afterwards and a further Inspector was appointed in November 2022. An induction programme to support the new Inspector is ongoing.

2021-22 Target:

Continue induction programme for new Inspectors

2021-22 Performance:



Achieved

2020-21 Target:

Effectively induct and train a new Inspector.

2020-21 Performance:



Achieved








PEOPLE

Performance objective:

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

2022-23

2021-22 & 2020-21

<i>Performance targets</i>	<i>Progress against objectives and targets at year end & status</i>	<i>Performance reported in prior financial year (where applicable)</i>
<p>Re-structure Business Support roles to better meet business needs, develop new job descriptions and complete a recruitment competition.</p>	<p> Achieved</p> <p>CJI undertook work to identify the business needs of the organisation and completed a job evaluation and grading exercise assessment prior to developing a business case for new Staff Officer position within its Business Support Team. CJI undertook an open recruitment competition and appointed a new Digital Communication and Business Officer in March 2023. Work was also undertaken to review and introduce a new job description for the Corporate Secretariat Officer role in advance of the job holder moving to a partially retired (part-time) position in April 2023.</p>	<p>No comparable target set during the 2021-22 financial year.</p> <p>No comparable target set during the 2020-21 financial year.</p>
<p>Undertake team development to increase staff engagement.</p>	<p> Achieved</p> <p>CJI undertook a half-day in-person team development workshop in March 2023 following the appointment of new staff to both the CJI Inspection and Business Support Teams.</p>	<p>2021-22 Target: As shown.</p> <p>2021-22 Performance:  Achieved</p> <p>2020-21 Target: Carry out a staff survey.</p> <p>2020-21 Performance:  Achieved</p>
<p>Develop effective contingency arrangements to support the delivery of core business activity and Inspection Programme and mitigate risk.</p>	<p> Achieved</p> <p>CJI has utilised its links with other Inspectorates to support and progress Inspection Programme; adjusted the timing of Inspection work to mitigate resource pressures and accommodate unplanned Ministerial/ Departmental requests which commenced in-year. Contingency arrangements are also embedded within the roles held by all Business Support staff.</p>	<p>2021-22 Target: As shown.</p> <p>2021-22 Performance:  Achieved</p> <p>2020-21 Target: As shown.</p> <p>2020-21 Performance:  Achieved</p>

Charts 7 to 10 show CJI’s performance against the four business areas over the last three financial years.

Chart 7: Performance - Inspection Programme

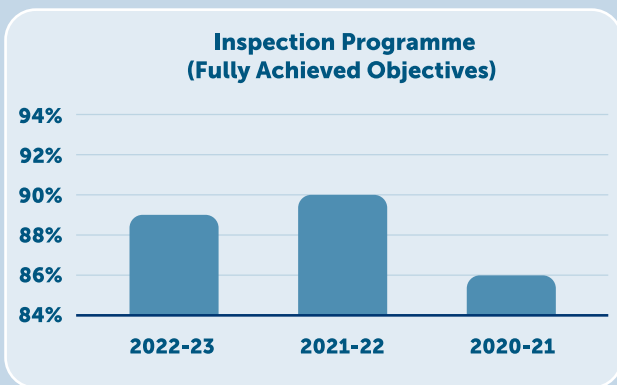


Chart 8: Performance - Communication



Chart 9: Performance - Corporate Governance



Chart 10: Performance - People



RISK PROFILE OF CJI DURING 2022-23

CJI identified three key risks which could affect the organisation's ability to achieve its stated objectives. Two of these risks concerned the reputation of the organisation. The third risk focused on its delivery and organisational resilience. CJI's risk appetite in each case has been classed as 'cautious'.

The production of a quality inspection product is central to CJI's reputation and the achievement of CJI's vision of '*a better justice system for all.*' The impact of insufficient funding to maintain or secure the necessary resources to deliver quality inspections with independence at their core, was identified as a key organisational risk. The perceived loss or a reduction in CJI's operational independence and associated reputational damage was identified as a key impact should this risk materialise. CJI mitigated the impact of this risk by maintaining regular engagement with the DoJ Financial Services Division and its sponsor division within the DoJ. CJI highlighted the implications of this risk to the delivery of the Inspection Programme through budget planning exercises for the 2022-23 financial year and future financial years.

CJI also recognised that reduced ability to undertake on-site fieldwork would have a bearing on the quality of evidence gathered, report findings and recommendations made. This in turn could lead to a loss of confidence by the criminal justice system, the public and political representatives in the work of CJI.

As the financial year progressed and COVID-19 pandemic restrictions eased, CJI worked with inspected organisations to address any risks identified to the progression of the Inspection

Programme. Video and teleconferencing technology was used alongside on-site inspection fieldwork to maintain the quality of the inspection product.

In addition, CJI sought to maintain strong formal and informal links with stakeholders and maintain existing networks and relationships with other Inspectorates and oversight bodies. Regular meetings between the Chief Inspector, Deputy Chief Inspector and Lead Inspectors were used to monitor the progress of inspections, identify emerging issues and delays that would affect the delivery of the Inspection Programme. A programme of in-house audits conducted to ensure compliance with the ISO 9001:2015 Quality Management System and the Inspection Process was also maintained. CJI undertook a re-certification audit in January 2023 and maintained its ISO 9001:2015 accreditation.

CJI's ability to maintain its relevance both to and within the criminal justice system was also identified as a key organisational risk. The timely completion of inspection fieldwork and the availability of requested data and management information which could lead to delay in the drafting of inspection reports, combined with factual accuracy checks and the permission to publish process becoming elongated in the absence of a Minister of Justice, were considered by the organisation. We also identified and considered the impact of reduced public awareness of inspection findings because of reduced coverage or published reports and the loss of our ability to give evidence to a functioning Committee for Justice, influence change and drive improvement.

CJI has sought to mitigate these impacts through a risk-based approach to its Inspection Programme and the commencement of new inspection work which includes regular updates provided to the Senior Management Team and the monitoring of progress against our Business Plan objectives and targets. We have also maintained communication with the DoJ Permanent Secretary's Office as Inspection reports are submitted for approval prior to publication. In addition, CJI has commenced a two-person team approach to inspection and co-writing of reports where appropriate to effectively manage internal inspection resources and reduce delay.

CJI has also appointed a new business support staff member to increase digital communication engagement and public awareness of the work of CJI. Work will also be taken forward in 2023-24 to develop a new website for CJI as support for its existing platform will come to an end.

Maintaining the resilience and sustainability of the organisation has been core to CJI's risk management in-year.

CJI recognised the impact its insufficient budget allocation would have on its ability to conduct a comprehensive Inspection Programme and its ability to meet its Business Plan and contractual obligations, maintain good corporate governance, financial and information management practices as well as maintain sufficient staffing levels.

Any budget reduction would constrain the development and delivery of the Inspection Programme and could negatively affect CJI's independence. With limited discretionary spend available any budget reduction directly impacts CJI's inspection work and the use of external support for Inspections and Ministerial reviews. This would also reduce the relevance of inspection findings and recommendations and damage public confidence in CJI.

A lack of adequate financial probity around the use of public funds could also lead to the qualification of CJI's annual accounts and challenge around its corporate governance practices.

To mitigate these and other potential impacts, CJI has maintained regular formal and informal engagement with all staff to minimise disruption to the delivery of the Inspection Programme. CJI has reconfigured its business support function and recruited staff to address capacity issues both within the Inspection Team and Business Support Team during the business year.

Early formal and informal engagement with CJI's sponsor division within the DoJ was a key mitigating action throughout the year around CJI's budgetary position and its wider business requirements.

HOW CJI HAS PROMOTED EQUALITY OF DELIVERY OF SERVICES TO DIFFERENT GROUPS IN SOCIETY

Equality is a core element of the [Inspection Framework](#) CJI applies when carrying out its inspection work. Equality and fairness is an integral part of all Inspection work and is applied as Inspectors examine strategy and governance, delivery and outcomes across the criminal justice system.

Inspectors look for evidence within inspected organisations that managers and leaders are role models and promote high standards of behaviour, fairness and equality; that organisational delivery is customer focused and inclusive of diversity; and the measurement of outcomes integrates diversity issues to ensure fairness and equality. They also engage with a wide range of stakeholders to inform their understanding of the experience and views of different groups within the community in relation to the work and performance of criminal justice organisations.

Recommendations for improvement made as a result of Inspection work often focus on increasing equality of opportunity and access to services by different groups in Northern Ireland.

During the financial year, CJI produced three reports which contribute to its work in this area:

- [an announced inspection of Woodlands Juvenile Justice Centre](#) (September 2022);
- [the operation of Bail and Remand in Northern Ireland](#) (January 2023); and
- [an inspection of leadership development and wellbeing support within the criminal justice system in Northern Ireland](#) (February 2023).

Copies of all [Inspection Reports, Ministerial Requests](#) and [Follow-up Reviews](#) are available from the [CJI website](#).

FORWARD LOOK

CJI is engaged in planning for the future development of the organisation. This activity ensures CJI's business priorities and contribution to the continued development of the criminal justice system in Northern Ireland remains relevant and supports meaningful change. CJI is focused on ensuring it makes the best use of its available human and financial resources to do this.

Annual Business Plan incorporating the 2023-24 Inspection Programme

The Chief Inspector engaged with the heads of all organisations subject to inspection by CJI during late 2022 and early 2023. She also met with senior officials within the DoJ, political parties represented in the Northern Ireland Assembly, stakeholders from the voluntary, community and social enterprise sector, academia and the heads of other Inspectorates and oversight bodies. Discussions also took place with the Lady Chief Justice's Office and the Attorney General for Northern Ireland.

These discussions helped inform and support the development of the annual Business Plan and refinement of the Inspection Programme for 2023-24.

The impact of delay due to reduced staff resource within CJI's own Inspection Team in 2022-23 meant some inspection projects due to be completed during 2022-23, will be published during 2023-24. A follow-up review of probation practice due to commence during 2022-23 has been incorporated into the 2023-24 Inspection Programme.

Staff resources

During 2022-23 CJI appointed a new full-time Inspector to its Inspection Team. A business case to restructure and recruit a new full-time Digital Communications and Business Officer to mitigate known pressures was approved in 2022-23 and a new staff member appointed following open competition in March 2023. A new role description was developed in preparation for CJI's Corporate Secretariat Officer moving from a full-time to partially retired (part-time) working pattern from April 2023.

CJI continues to use in-person and digital technology to support inspection work and evidence gathering and focus groups to support its inspection work.

Review of CJI

During December 2022 a review of CJI was carried out by the DoJ in line with the requirements of the [New Decade, New Approach](#) document which committed the Northern Ireland Executive to carrying out a review of Arm's Length Bodies with a view to their rationalisation. The review was completed, and its recommendations were approved by the DoJ Permanent Secretary in April 2023.

FINANCIAL REVIEW

CJI funding

CJI was financed as part of a one-year budget allocation for the DoJ for 2022-23. The final Resource Department Expenditure Limit (DEL) budget was £1,147,000. This budget pays for programme delivery and running costs, ringfenced (non-cash) charges for depreciation and impairment of non-current assets.

In cash terms, the Revenue Grant from the sponsoring Department for the year was £1,050,000 (2021-22: £1,155,000). The Capital DEL budget was £1,000.

Net expenditure review

The net expenditure of CJI for 2022-23 is compared to the previous two financial years in the table below:

Table 1: CJI Net Expenditure 2022-23, 2021-22 and 2020-21

	2022-23 £	2021-22 £	2020-21 £
Total operating income	(22)	(26)	-
Staff Costs	824,067	869,238	906,314
Purchase of goods and services	234,471	256,347	220,669
Depreciation and impairment charges	5,039	5,548	5,656
Total operating expenditure	1,063,577	1,131,133	1,132,639
Net expenditure for the year	1,063,555	1,131,107	1,132,639

Net expenditure for the current year of £1,063,555 was £67,552 lower than the previous year primarily due to staff vacancies within CJI and the timing of these vacancies being filled in-year.

The Statement of Comprehensive Expenditure is set out in the Financial Statements and its supporting Notes.

Summary of actual expenditure against budget

CJI's expenditure against budget is reported monthly with in-year budgetary pressures and easements reported to the DoJ through in-year budgetary monitoring processes. The budget and actual expenditure for 2022-23 is outlined in Table 2:

Table 2: Summary of Actual expenditure against Budget 2022-23

	2022-23 Actual £	2022-23 Budget £	2022-23 Variance £
Net Operating expenditure (excluding depreciation and impairment charges)	1,058,516	1,142,000	83,484
Depreciation and Impairment	5,039	5,000	(39)
Net Operating expenditure	1,063,555	1,147,000	83,445
Net Capital expenditure	2,699	1,000	(1,699)
Overall Total expenditure	1,066,254	1,148,000	81,746

Expenditure was lower than budget due to delays in recruitment within Inspection and Business Support Teams. The expected budgetary easements arising from these delays were identified and advised to DoJ as part of in-year budgetary monitoring exercises.

Non-current assets

Non-current asset expenditure movements are detailed in the Notes 5 and 6 to the Financial Statements. CJI holds non-current assets of £10,980 at 31 March 2023 (£12,761 at 31 March 2022). Net non-current asset expenditure was £2,699 (2021-22: £Nil)

Financial position

The Statement of Financial position shows total net liabilities of CJI at 31 March 2023 were £188,071 (at 31 March 2022: £175,143).

Cash flow

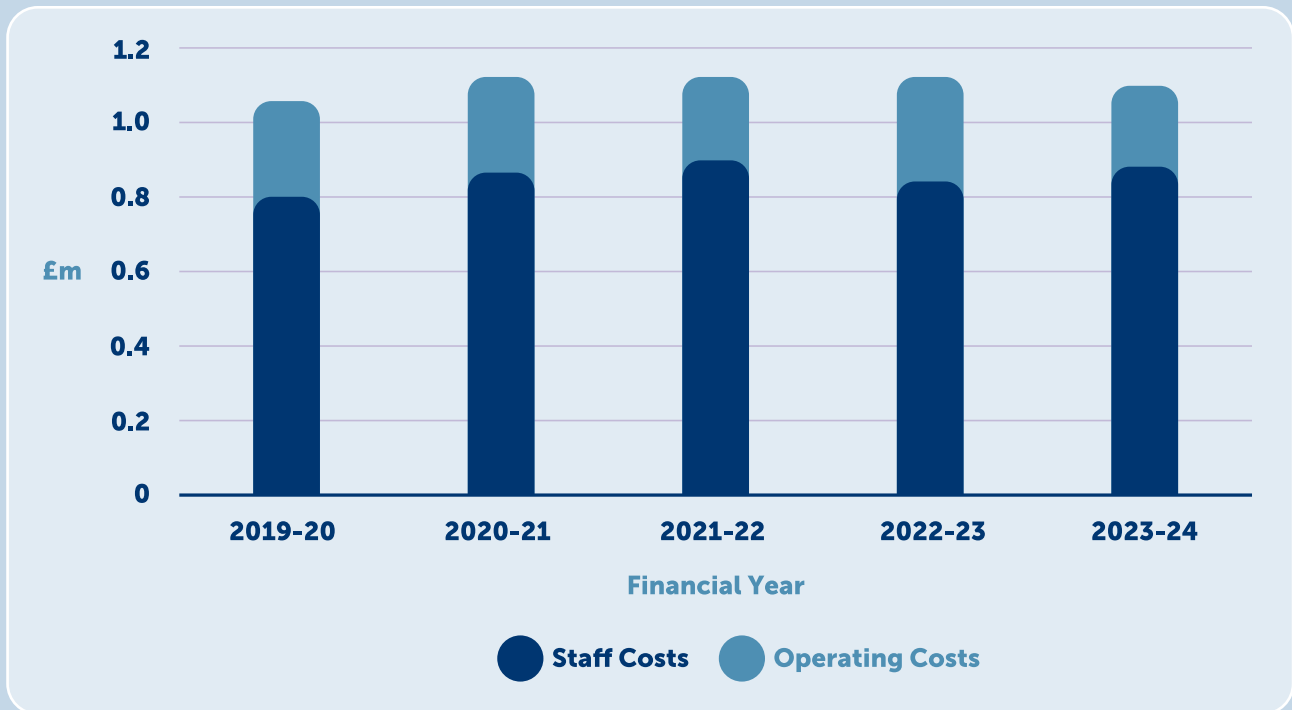
CJI's net increase in cash and cash equivalents in the year was £12,755 (2021-22: £10,885 decrease).

Payments to suppliers

CJI adheres to the DoJ policy to pay bills from all suppliers within 10 working days following receipt of a properly rendered invoice or in accordance with contractual conditions, whichever is the earlier. During the year ended 31 March 2023, 99% (2021-22: 100%) were paid in this 10-day target and 100% of payments within 30-calendar days (2021-22: 100%).

Long term expenditure trends

Chart 11 shows the movement in CJI's Total Resource Departmental Expenditure Limit (DEL) over the period 2019-20 to 2023-24. This budget pays for programme delivery and running costs excluding ringfenced (non-cash charges) for depreciation and impairment of non-current assets.

Chart 11: CJI Resource DEL budget (opening allocations)*

*Resource (non-ringfenced) DEL

CJI's Resource budget has been set based on a one-year annual allocation over the last five years. CJI's budget increased from £1,060,000 in 2019-20 to £1,127,000 in 2020-21 to meet the impact of additional employer contributions, pay award and inflationary rises in operating costs. In 2021-22, CJI received a similar budget settlement to the prior financial which represented a cut in funding in real terms.

At the start of 2022-23 CJI was issued with an opening Resource DEL contingency planning envelope of £1,127,000 mirroring the prior year budget allocation. The final Resource DEL budget allocation was set in December 2022 by the DoJ following the Secretary of State for Northern Ireland's announcement of the Northern Ireland Budget.

It was increased to £1,142,000 as a result of an Internal Transfer of £15,000 from the DoJ to fund work on a Review of Part 1 of the Domestic Abuse and Civil Proceedings Act (Northern Ireland) 2021.

In the absence of a Northern Ireland Executive, the Secretary of State for Northern Ireland's Written Ministerial Statement issued on 27 April 2023 set the Department of Justice opening budget allocation for the 2023-24 financial year.

CJI was subsequently issued with an opening 2023-24 Resource Budget Allocation (non-ringfenced) of £1,108,000. This represents a £19,000 (1.70%) reduction compared to 2022-23 opening Resource budget.

Looking ahead - budgets beyond 2023-24

CJI anticipates that preparatory work for 2024-25 and beyond will be taken forward over the coming months with the aim of having a budget in place as far in advance of the new financial year as possible.

Audit

The financial statements are audited by the Comptroller and Auditor General for Northern Ireland (C&AG) in accordance with the Justice (Northern Ireland) Act 2002 as amended by the Northern Ireland Act 1998 (Devolution of Policing and Justice functions) Order 2010. The C&AG is head of the Northern Ireland Audit Office (NIAO) and reports her findings to the Northern Ireland Assembly. The C&AG and her staff are wholly independent of CJI.

The audit fee for the work performed by the staff of the C&AG during the reporting period was £13,100 (2021-22: £12,900). No amounts were paid to the auditors for non-audit work for 2022-23 (2021-22: £Nil).

Sustainable development

In June 2022 Northern Ireland obtained its first climate legislation. The Climate Change Act (Northern Ireland) 2022 sets a clear statutory target of net zero emissions by 2050. This legislation places a statutory duty on all Government Departments to exercise their functions in a manner that is consistent with achieving that target as far as possible.

The legislation requires the publication of a series of Climate Action Plans which set out how carbon budgets will be achieved across five yearly intervals. These Plans contain policies, proposals and actions submitted by all Departments to meet sector specific emissions targets.

The legislation also requires that each Department monitors and reports on progress made in its area of responsibility, in implementing the proposals and policies set out in the Climate Action Plan. Therefore, it will be important that Departments start to gather baseline data and measure the impact of actions taken.

In addition, under the Wildlife and Natural Environment Act (Northern Ireland) 2011, the statutory duty of every public body, in exercising any function, is to further the conservation of biodiversity as far as is consistent with the proper exercise of those functions.

Within the DoJ, the Core Department leads on the strategic approach and is aiming to launch an Outline Sustainability Strategy and associated action plan in 2023-24. The aim is to set out the departmental commitment to sustainable practices and support us in meeting our obligations under the Climate Change Act (Northern Ireland) 2022 and in contributing to the first Northern Ireland Climate Action Plan 2023-2027.

CJI is committed to sustainability and its development by promoting and maintaining a positive and inclusive culture among staff and stakeholders. Its aim is to foster governance and leadership in sustainability and to work collaboratively with the DoJ to avoid and minimise adverse impacts of the organisation's activities on the environment and society and reduce the organisation's carbon footprint.

During 2022-23, CJI maintained its recycling policy for non-sensitive paper waste, aluminium and plastics across the organisation in partnership with other business areas in adjacent office accommodation. This means the organisation is unable to quantify its proportional contribution to establish baseline data for this activity. CJI also seeks where possible to minimise use of single-use plastic within its office environment and promote energy efficiency.

As specific, measurable targets for carbon baselines and the reduction of carbon emissions are developed by the DoJ, CJI will seek to apply and report against targets that are appropriate for its business area.

Raising concerns, anti-fraud and anti-bribery

CJI adheres to its own Raising Concerns policy to guide CJI staff through the steps to take if they wish to raise a concern about malpractice within the organisation or, the steps to take if contacted by an individual external to CJI wishing to raise a concern about malpractice in another organisation.

It also takes cognisance of the NICS Raising Concerns policy which is designed to reassure staff that it is safe and acceptable to speak up when they have a concern about malpractice.

The procedures provide arrangements so concerns can be addressed at an early stage, in a fair and proper way.

CJI also has in place an anti-fraud and anti-bribery policy and associated action plan, which sets out the procedures and responsibilities for reporting and investigating suspected fraud within CJI and the prosecution of offenders. The policy and associated action plan supports CJI to manage the risk of fraud and bribery in the context of managing wider organisational risks.


INSPECTION REPORTS

During 2022-23 CJI published:





Copies of all reports can be found via the **'Inspections'** page on the CJI website.


Published reports included:

 an inspection of Criminal Legal Aid processing;


 an announced inspection of the Woodlands Juvenile Justice Centre;

 an inspection of the operation of Bail and Remand in Northern Ireland;


 an inspection of Leadership development and wellbeing support within the criminal justice system in NI; and


 a review of Probation Approved Premises in Northern Ireland (Ministerial Request).


Work undertaken in 2022-23, but not due to be published until 2023 24 includes:


 an inspection of File Quality and Disclosure (with the DoJ Permanent Secretary for permission to publish at year end);


 an inspection of Maghaberry Prison;

 an inspection on the transformation of the criminal justice system in Northern Ireland;

 an inspection of Forensic Science Northern Ireland;

 a follow-up review of the use of Care and Supervision Units in the Northern Ireland Prison Service;

 a Joint Pilot inspection of Child Protection in Northern Ireland; and

 a review of Community Restorative Justice Ireland and its associated Schemes (Ministerial Request).

James Corrigan
Chief Executive and Accounting Officer

27 June 2023

ACCOUNTABILITY REPORT

The Accountability section of this Annual Report demonstrates how CJI meets its key accountability requirements to the Northern Ireland Assembly and ensures best practice in relation to corporate governance is achieved.

The Accountability Report has three sections:

- The **Corporate Governance Report** explains the composition and organisation of CJI's governance structures and how they support the achievement of the Inspectorate's objectives. It comprises a *Directors' Report* which outlines CJI's executive management structure; how it identifies and manages potential conflicts of interest; its information assurance and data management practices and how the organisation handles and learns from complaints it receives. The *Report of the Non-Executive Members of CJI's Audit and Risk Assurance Committee* summarises the areas of interest for the ARAC during the 2022-23 year and their opinion on the operation of CJI. The *Corporate Governance Report* also includes a *Statement of the Chief Inspector of Criminal Justice and the Chief Executive and Accounting Officer's Responsibilities* and the *Governance Statement*, which summarises its risk management arrangements, key corporate governance processes and the internal controls in place within CJI during 2022-23.
- The **Remuneration and Staff Report** provides information on the policies in place within CJI governing the remuneration of staff within the organisation and the salary and pension entitlements of the most senior staff within the Inspectorate. It also outlines CJI's staff policies which were in operation during the reporting period.
- The **Assembly Accountability and Audit Report** details the scope of the audit and the opinion of the C&AG in relation to regularity of expenditure, the financial statements prepared by CJI and other matters on which the C&AG wishes to comment or make observations.

A BETTER JUSTICE SYSTEM FOR ALL

CORPORATE GOVERNANCE REPORT

DIRECTORS' REPORT

Chief Inspector

The Chief Inspector of Criminal Justice in Northern Ireland is the head of the organisation. The current Chief Inspector was initially appointed by the Permanent Secretary of the DoJ in the absence of a Northern Ireland Executive and Minister of Justice on 30 November 2019 for a period of three years. The appointment was extended in 2022 by the then Minister of Justice for a further two years until 29 November 2024.

Executive management

The Chief Inspector has responsibility for ensuring the Inspectorate carries out a programme of inspection among the criminal justice organisations within its legislative remit.

The Chief Inspector is supported in executing her responsibilities and directing and controlling the major activities of the organisation during the year by James Corrigan, Deputy Chief Inspector, Chief Executive and Accounting Officer for CJI, and by other staff members who attend CJI's Senior Management Team meetings. Other attendees include:

- M Rafferty and J Jamison, Accountants, DoJ Financial Services Division (FSD);
- M McVeigh, Business and Communications Manager, CJI; and
- a representative of the Inspection Team on a rotational basis.

Further detail on the work of the CJI Senior Management Team can be found in the [Senior Management Team Meeting Minutes](#). Additional information on the role of the Chief Inspector and Chief Executive and Accounting Officer can be found within the Performance Report (Performance Overview section) and Statement of the Chief Inspector of Criminal Justice and Chief Executive and Accounting Officer's Responsibilities (Corporate Governance Report within the Accountability Report).

Audit and Risk Assurance Committee (ARAC)

CJI's ARAC was established by the Accounting Officer in 2006. The ARAC supports the Accounting Officer in his responsibilities for issues of risk, control and governance, by reviewing the comprehensiveness of assurances in meeting the Accounting Officer's and CJI's Senior Management Team's needs and reviewing the reliability and integrity of these assurances.

Membership of the ARAC is reviewed every three years with Non-Executive/independent members serving a maximum of two three-year terms in succession, subject to satisfactory performance and attendance.

The current Committee which meets four times per year includes two Non-Executive/independent members who are supported by the Business and Communications Manager and a nominated CJI Inspector.

It benefits from the attendance of colleagues from External Audit, Internal Audit, a representative of the DoJ sponsor division, a representative of DoJ FSD, CJI's Chief Inspector and the Chief Executive and Accounting Officer.

Register of interests

The members of CJI's Senior Management Team are required to disclose personal or business interests including company directorships or other significant interests which could conflict or impact on their management responsibilities. These disclosures are made on an annual basis by way of a declaration of interest statement. An online [Register of Interests of CJI's Senior Management Team](#) members is available to view on the CJI website.

All ARAC members, attendees and other CJI staff members are also required to provide information on personal or business interests that may be perceived by a reasonable member of the public to influence their judgment in the exercise of their public duty.

Information management

CJI has aligned itself with the Information Management arrangements in place within the DoJ. These arrangements mirror policies and procedures in place within other Departments in the Northern Ireland Executive.

Protected personal data, data handling and the General Data Protection Regulation (GDPR)

The Chief Executive is required to report personal data related incidents which occurred during the financial year. Personal data includes any information that links one or more identifiable living person with

information about them, the release of which would put them at significant risk of harm or distress, or any source of information about 1,000 or more identifiable individuals, other than information sourced from the public domain.

Since 2018 CJI has been subject to the GDPR. The GDPR applies to 'personal data', meaning any information relating to an identifiable person who can be directly or indirectly identified in particular by reference to an identifier.

There were no personal data related incidents which CJI had responsibility for, to report to the Information Commissioner during 2022-23 (2021-22: Nil). Information risk is managed within the context of the risk management framework referred to in CJI's Governance Statement.

Complaints

CJI seeks to ensure it adheres to best practice in all aspects of its business activities. In support of this aim, it has in place a [complaints procedure](#) that is publicly available on its website. We welcome and will be responsive to any complaints or other feedback from our customers. CJI defines a complaint as when a person expresses dissatisfaction with any aspect of CJI's standard of service. This may include the conduct of any permanent or temporary member(s) of CJI staff or other people carrying out inspection related work for or on behalf of CJI. CJI has a Complaints Officer appointed to co-ordinate the management of any complaints it receives.

Should CJI receive a complaint either verbally or in writing it will:

Diagram 4: Stages of the CJI Complaint process



If an individual is dissatisfied with CJI's response, they may contact the Northern Ireland Public Services Ombudsman. During 2022-23, CJI did not receive any complaints (2021-22: Nil).

REPORT OF THE NON-EXECUTIVE MEMBERS OF CJI'S AUDIT AND RISK ASSURANCE COMMITTEE

I was appointed as a Non-Executive member of the CJI Audit and Risk Assurance Committee (ARAC) on 23 April 2018. I have attended and acted as Chairperson of the Committee for four meetings during the 2022-23 year. I am joined on the ARAC by Ms Mandy Kilpatrick who has made a valuable and informed contribution.

It is an honour to serve CJI as a Non-Executive member of the ARAC and I have extensive past knowledge and experience of the valuable role that it provides, delivering independent scrutiny of the Northern Ireland justice system, through my previous role as the Head of Internal Audit and Assurance for the DoJ.

The ARAC meetings are structured around an annual programme and cover a range of standing items that include:

- Risk Assessment and Corporate Risk Register;
- Annual Accounts and Governance Statement;
- Report to those charged with governance;
- Annual Internal Audit report and opinion;
- Internal and External Audit plans;
- Raising Concerns (Whistleblowing);
- Fraud; and
- Senior officer expenses.

I have found CJI to be a model of best practice in terms of governance and the scrutiny exercised via the ARAC. Senior officer support is evidenced through the regular attendance by both the Chief Inspector and the Chief Executive. The work carried out is under strain from budgetary pressures and is having to be prioritised accordingly.

During the past business year, we have returned to in-person meetings following the easing of the COVID-19 pandemic restrictions. During this business year the ARAC has continued to focus on relevant areas of governance, systems of internal control, accounts, internal and external audit work and reports, risk identification and management and policy adherence in advising on the necessary assurances to the Accounting Officer and senior staff in CJI.

Robust governance mechanisms and processes have been maintained despite the significant resource challenges faced during the financial year. I must commend CJI staff for their continued professionalism and timely presentation of papers/reports for ARAC scrutiny and follow-up actions.

Derek Anderson

STATEMENT OF THE CHIEF INSPECTOR OF CRIMINAL JUSTICE AND CHIEF EXECUTIVE AND ACCOUNTING OFFICER'S RESPONSIBILITIES

Under paragraph 6 of Schedule 8 to the Justice (Northern Ireland) Act 2002 (as amended) the DoJ has directed the Chief Inspector to prepare for each financial year of the Office of the Chief Inspector of Criminal Justice, a statement of accounts in the form and on the basis set out in the Accounts Direction.

The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of the Office of the Chief Inspector of Criminal Justice and of its income and expenditure, Statement of Financial Position and cash flows for the financial year.

In preparing the accounts, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- observe the Accounts Direction issued by the DoJ, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgments and estimates on a reasonable basis;
- state whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the financial statements;
- prepare the financial statements on a going concern basis; and
- confirm that the Annual Report and Accounts as a whole is fair, balanced and understandable and take personal responsibility for the Annual Report and Accounts and the judgments required for determining that it is fair, balanced and understandable.

The Accounting Officer of the DoJ has appointed the Chief Executive as Accounting Officer of the Office of the Chief Inspector of Criminal Justice. The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding the Office of the Chief Inspector of Criminal Justice's assets, are set out in Managing Public Money Northern Ireland published by the Department of Finance (DoF).

As the Accounting Officer, I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that the Office of the Chief Inspector of Criminal Justice's auditors are aware of that information. So far as I am aware, there is no relevant audit information of which the auditors are unaware.

GOVERNANCE STATEMENT

Governance Framework

Scope of responsibility

Criminal Justice Inspection Northern Ireland (CJI) is an Arm's Length Body (classified as an Executive Non-Departmental Public Body (NDPB)) of the Department of Justice for Northern Ireland (DoJ) established under the Justice (Northern Ireland) Act 2002 as amended. The organisation is led by the Chief Inspector of Criminal Justice. The Chief Inspector is a public appointee, who operates as a Corporation Sole. The Chief Inspector was appointed in 2019 by the DoJ in the absence of a Minister of Justice and their appointment was extended by the Minister of Justice in 2022.

The Senior Management Team of CJI acts as its Board and is made up of the Chief Inspector, who acts as Chair, and the Deputy Chief Inspector, who is also Chief Executive and Accounting Officer. Also in attendance is the Business and Communications Manager, an individual Inspector, and a representative from the DoJ Financial Services Division (FSD) who provide finance and accounting services to CJI.

The accountability arrangements within CJI encompass oversight and pay remit meetings with its DoJ sponsor division, monthly Senior Management Team meetings, monthly Inspectors' meetings and four Audit and Risk Assurance Committee (ARAC) meetings per year. The quality and performance of the finance and accounting services provided by FSD are managed through a detailed Service Level Agreement. CJI also prepares financial statements subject to independent audit by the Northern Ireland Audit Office (NIAO).

CJI complies with the Code of Good Practice Northern Ireland ('The 2013 Code') in line with government policy for Corporate Governance and specifically complies with the principles governing the partnerships between Departments and their Arm's Length Bodies (ALBs). A Partnership Agreement replacing the previous Management Statement and Financial Memorandum was signed in-year. The Partnership Agreement sets out the way CJI and the DoJ will work together to ensure that effective corporate governance arrangements are in place and that the statutory remit to ensure CJI's independence is fulfilled particular emphasis on:

- the rules and guidelines relevant to the exercise of the statutory duties, functions and powers of CJI;
- the strategic aim of CJI in support of the DoJ and Government's wider strategic aims for the criminal justice system in Northern Ireland;
- CJI's status and the corporate governance framework in place, including its governance structures, risk management and internal control arrangements;
- the role of the DoJ and the level of engagement with CJI in line with the annual Engagement Plan;
- agreed management and financial information to be shared between CJI and the DoJ during the course of the year;
- the conditions under which any public funds are paid to CJI;

- how the Chief Inspector and organisation will to be held accountable for their performance; and
- the adoption of a proportionate approach to assurance based on CJI's statutory remit, the nature of its business, its budget and associated risks.

The role of the Senior Management Team

The Senior Management Team is ultimately responsible for strategy and overseeing the performance of CJI and in this regard acts as the Board of CJI. In support of this focus, the following matters are reserved for the Senior Management Team to approve or monitor:

Setting Direction

- Vision, Mission, Values, Ethics and Business Practice.

Approval

- Corporate and Business Plans;
- Annual budget and programme expenditure;
- Pay remits;
- Capital expenditure; and
- Change programmes.

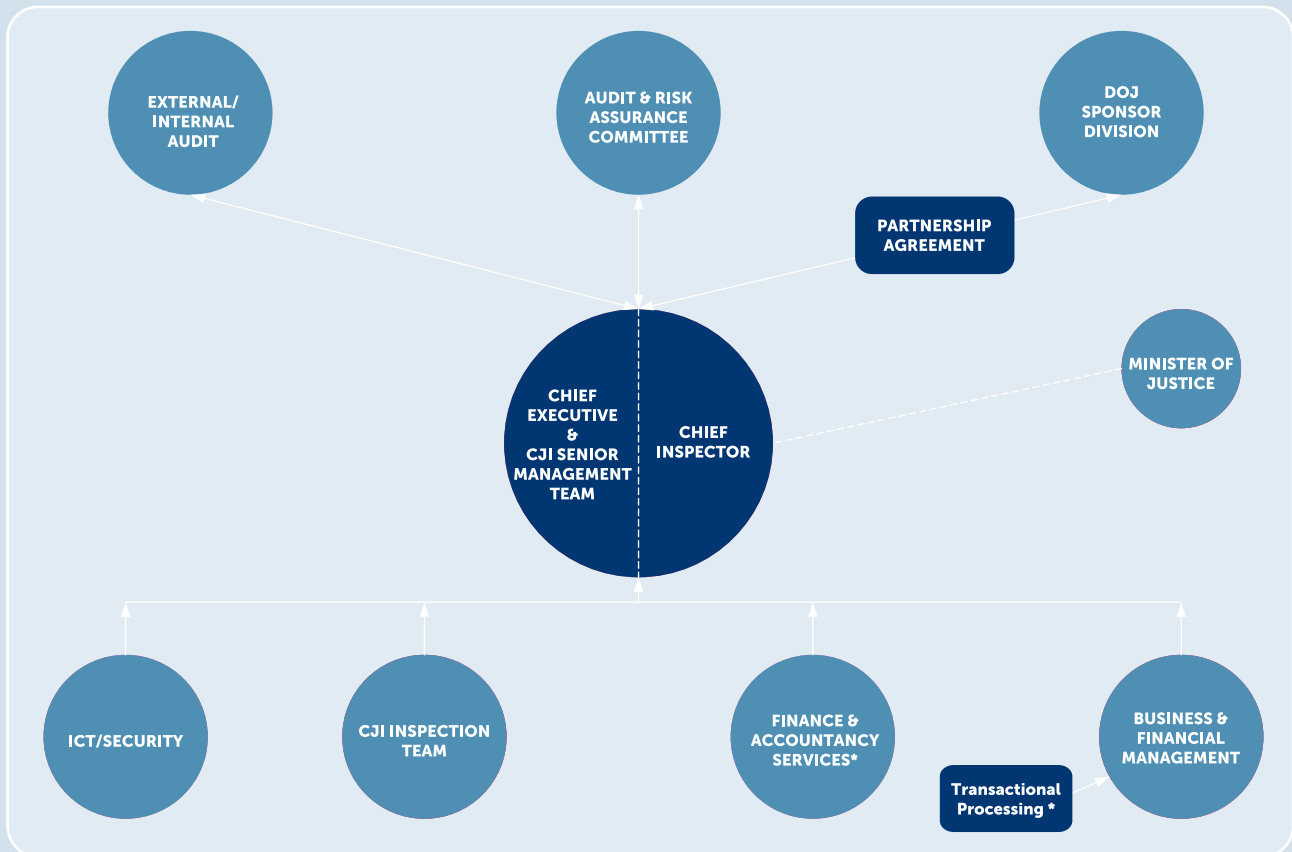
Oversight and Control

- Operating and financial performance;
- Internal controls; and
- Compliance (governance, risk, financial and regulatory).

Stakeholder relationships

- External communications, the Annual Report, press releases, social media, web accessibility; and
- Engagement with inspected organisations.

The Senior Management Team (Board) of CJI receives monthly management reports including updates on the Inspection Programme, Management Accounts including analysis of expenditure against budget and checklist of accounting and financial reporting activities completed in the production of the Management Accounts and reports on specific projects such as recruitment of staff; progress on Pay Remits, web accessibility, social media development, and internally conducted ISO 9001:2015 audit reports of the Quality Management System. The acceptability of the information provided to the Senior Management Team (Board) of CJI has been endorsed by the Chief Inspector and the Chief Executive and Accounting Officer. The Chief Inspector in turn gains her assurance on financial information from the DoJ FSD representative and their compliance with the CJI/DoJ FSD Service Level Agreement. The Inspection Programme information is validated by the Chief Executive, who has line management responsibility for all Inspectors and oversees the delivery of the Inspection Programme.

Diagram 5: CJI accountability arrangements

* Services provided via a Service Level Agreement with FSD, DoJ.

Risk management and internal control

The Senior Management Team is responsible for CJI's system of internal controls and risk management and for reviewing the effectiveness of these systems.

Key features are:

- a Risk Register identifying CJI's key risks and the means to manage and mitigate them;
- a well-established system of financial and business controls, the operation of which are regularly reported to the ARAC and the Chief Executive;
- regular assessments of internal controls by CJI's Internal Audit service; and

- the review of the effectiveness of the internal control processes by the ARAC on behalf of the Senior Management Team.

CJI conducts periodic reviews of its Risk Register involving all staff to identify and prioritise the risks to the achievement of CJI policies, aims and objectives; the likelihood or impact of those risks being realised; and establish the mitigating actions required.

The outcome of these reviews are reported to the ARAC. The Senior Management Team has reviewed the CJI risk appetite and uses five categories of risk with assessments of the risk appetite:

Category of Risk	Risk Appetite
Reputation	Cautious (preference for safe options that offer a low degree of residual risk and may offer limited reward).
Delivery	Cautious (preference for safe options that offer a low degree of residual risk and may offer limited reward).
Change Programmes	Open (willing to consider all potential delivery options and choose one most likely to result in success).
Finance/value for money	Cautious (preference for safe options that offer a low degree of residual risk and may offer limited reward).
Legal/regulatory	Minimal (choose safe option with low degree of inherent risk).

The risk appetite has been ratified by the CJI ARAC. It is refreshed annually and is linked to the ongoing assessment of risk expressed by the CJI Corporate Risk Register.

Risk assessment

A number of risks were re-evaluated during the year and the Risk Register was updated to reflect the highest priority risks to CJI. The most significant risks to the organisation identified in-year were those impacting on the organisation's reputation and the delivery of its core business. These risks were linked to the quality of the inspection products, CJI's relevance to and within the criminal justice system and the resilience and sustainability of the organisation. CJI sought to mitigate the impact of these risks on its core business and the achievement of its objectives by recruiting a new Inspector and a Business Support Staff Officer with digital communication experience to fill vacancies due to retirements. A risk-based approach to the timing of the Inspection Programme continued during 2022-23.

The resignation of a newly recruited Inspector resulted in reduced capacity for part of the year resulting in a re-allocation

of planned Inspection work and the delayed commencement of some inspections to the latter part of 2022-23. CJI maintained close contact with its sponsor division both formally and informally to raise awareness of these risks and their impact and to ensure effective budget allocation for 2022-23. This has included CJI's ability to secure external support for inspection work included within its Inspection Programme.

CJI also reviewed its risks throughout the year to take account of the reduced impact of the COVID-19 pandemic on the health and safety of staff as well as realising some of the benefits of new ways of working for example, conducting a mixture of on-site and remote meetings using video conferencing. CJI recognises that staff wellbeing and recovery from the pandemic is an ongoing challenge for itself as well as within inspected organisations.

Further information on CJI's risk assessment and its management of those risks in-year can be found within the Performance Analysis section of the Performance Report.

Audit and Risk Assurance Committee

The CJI ARAC have formally agreed Terms of Reference that are reviewed on an annual basis. The ARAC comprises two independent Non-Executive members, who are supported by the Business and Communications Manager, and a nominated CJI Inspector. The Chief Inspector, the Accounting Officer (Deputy Chief Inspector), a representative from DoJ sponsor division, representatives of the NIAO and Deloitte (NI) Limited (External Audit), Head of Internal Audit, DoJ, and a representative of DoJ FSD also attended meetings during 2022-23. In-person meetings replaced video meetings following the easing of COVID-19 pandemic restrictions.

	No. of Meetings Attended/Held
CJI Audit and Risk Assurance Committee Members	
D Anderson (Chairperson)	4/4
M Kilpatrick (Non-Executive member)	4/4
CJI Audit and Risk Assurance Committee Attendees	
J Durkin (Chief Inspector)	3/4
J Corrigan (Chief Executive and Accounting Officer)	4/4
M McVeigh (Business and Communications Manager)	4/4
D MacAnulty (CJI Inspector)	3/4
Representative of DoJ FSD	4/4
Representative of DoJ (Sponsor Division)	4/4
NIAO (External Audit)	4/4
Deloitte (NI) Limited (External Audit)	4/4
Head of Internal Audit, DoJ	4/4
Audit and Risk Assurance Committee Secretary	4/4

The ARAC has access to all internal audit reports, external reviews, risk registers and management reports. Standing agenda items at each of the four meetings include: progress of management responses and actions against assurance reviews (internal and external); adequacy of response to the Risk Register; reports on fraud and whistleblowing; direct award contracts; chief officers' expenses; and gifts and hospitality. The ARAC considers and approves, the Governance Statement and the Annual Report and Accounts of CJI, before submission to the DoJ or external auditor. It undertakes an annual self-assessment of performance which is presented to the ARAC with recommendations for development made to CJI's Senior Management Team.

Internal audit

The CJI Internal Auditor provides a report on internal audit activity each year. During 2022-23 the Internal Auditor completed an audit of CJI's Information Assurance and Cyber Security Arrangements. The annual assurance report includes the Internal Auditor's independent opinion on the adequacy and effectiveness of CJI's system of internal control with recommendations for improvement.

CJI's Internal Audit service was provided by the NICS Group Internal Audit and Fraud Investigation Service which incorporates the former DoJ Internal Audit Team.

Core business risks

All CJI inspections include a formal risk assessment with mitigating plans in place and responsibility for delivery clearly assigned. Risk policies and processes are supported and maintained by the Business and Communications Manager who is responsible for advising on corporate risk management and the escalation of risks from the risk and control framework to the Senior Management Team and, if relevant, to the DoJ. This system of internal control has been in place in CJI for the year ended 31 March 2023 and up to the date of approval of the Annual Report and Accounts. It accords with Department of Finance (DoF) guidance relating to corporate governance and management of risk.

Shared services

Financial

CJI's Payroll and transactional support functions are provided via NICS HR and the NICS HRConnect service. CJI does not obtain HR advice or support from the NICS. Finance transactional support functions have been provided by DoJ FSD via the NICS Account NI shared service system with internal control exercised by the DoJ with CJI's finance and accounting services provided by DoJ's FSD since November 2012. The control responsibility and internal audit processes for those internal elements of the transaction streams that remain within CJI rest with the CJI Accounting Officer. These include validation of expenditure requests; compliance with delegated limits; segregation of duties; and adherence to the CJI Financial Procedures Manual. The Deputy Director, Finance (DoJ) and the CJI Accounting Officer have individual responsibility to ensure that the two sets of controls provide an environment

of appropriate control for their respective organisation/business area. These controls are incorporated into the Service Level Agreement governing the delivery of the service.

Throughout the year CJI has continued to ensure that its own controls and processes are operating effectively, with manual checking of data integrity and accuracy where necessary, specifically around expense monitoring and approval (travel and subsistence) which lies with the CJI Accounting Officer. Any changes to CJI processes are managed within the ISO 9001:2015 Quality Management System to ensure that objectives are still delivered and the control implications assessed, agreed and managed.

Information and Communication Technology (ICT)

CJI's ICT requirements during 2022-23 were provided by the NICS Enterprise Shared Services IT Assist platform. A detailed Service Level Agreement governs the delivery of the services. The Service Level Agreement is reviewed on an annual basis.

Information security and General Data Protection Regulation (GDPR)

Staff awareness of information management and security is supported by the ISO 9001:2015 certified Quality Management System, which gives staff full access to all relevant and current security policies and guidance.

Information management within CJI in-year was supported by CJI's Business and Communication Manager and the DoJ Security Branch. An Information and Asset Risk Register is in place to assist CJI to manage its responsibilities in relation to the

retention, handling and processing of data including personal data and compliance with the GDPR.

CJI provides the DoJ with details of its information management procedures and compliance with HM Government mandatory requirements on request.

During 2022-23 CJI focused on ensuring sound information security practices were maintained by staff working remotely.

Value for money

All proposed business changes are examined through the preparation of an appropriate and proportionate business case. If appropriate, benefit realisation plans and monitoring are built into all such developments with direct periodic reporting to the Senior Management Team for corporate projects. All procurement and contract management complies with UK procurement regulations to ensure full and fair competition among prospective suppliers of goods and services. All procurement and contract management activities are managed in line with the Cabinet Office transparency guidelines and approvals processes, with supplier engagement compliant with UK Government and DoF procurement guidelines. CJI attends and is a member of the DoJ Procurement Forum and utilises the eTendersNI platform in relation to the letting of contracts where the value exceeds £5,000.

As part of the selection process for new contracts, tender evaluation incorporates monetary and non-monetary factors and contracts are awarded to the most economically advantageous tender.

CJI reviews supplier performance information to ensure that quality and services are maintained for the duration of the contract and that contract management evaluations take place.

Budget position and authority

The Northern Ireland Budget Act 2023 was passed by Parliament and received Royal Assent on 8 February 2023 which authorised the cash and use of resources for all departments and other bodies for the full 2022-23 year, and also included a Vote on Account for the early months of the 2023-24 financial year. This will be followed by a further Budget Bill which the Secretary of State will bring to Parliament in due course, following the 2023-24 Northern Ireland Budget which he set in his Written Ministerial Statement on 27 April 2023.

CJI was issued with an opening 2023-24 Resource Budget Allocation (non-ringfenced) of £1,108,000. This represents a £19,000 (1.70%) reduction compared to the opening budget for the prior year. CJI's 2023-24 opening capital budget allocation was set at £4,000

Economic impact of the war in Ukraine

CJI recognises that the ongoing war in Ukraine has contributed to higher energy costs, commodity costs and potential disruption to supply chains. There is also a heightened risk of cyber-attacks. While the majority of CJI's budget is allocated towards salary costs, CJI is closely monitoring increases to other non-salary related costs and will consider their impact in the context of its budget monitoring process and risk register reviews.

Review of effectiveness

- The Senior Management Team assesses achievement of the CJI Business Plan objectives and performance on a continuous basis. The outcome of this continuous assessment is used to inform annual Business Plan(s) for the succeeding period and the development of future Corporate Plans.
- At the monthly Senior Management Team meetings the review of CJI financial reports indicated potential variances from budget that were satisfactorily explained.
- CJI fully or partially achieved all of its objectives. This included: commencing or completing work on 10 out of 12 Inspections, Follow-up Reviews or Ministerial/Departmental Review requests made in-year; effectively fulfilling its required Corporate Sole corporate governance requirements; maintaining a Quality Management System; completing the induction of one Inspector; starting the induction of a new Business Support Team member and publishing five Inspections in 2022-23.
- Annual Internal Audit reviews were conducted by the independent Internal Auditor from the NICS Group Internal Audit and Fraud Investigation Service to test the adequacy and effectiveness of systems of internal control as defined in the Public Sector Internal Audit Standards (PSIAS). CJI attained a satisfactory level of assurance in the Head of Internal Audit's Annual Report and Opinion report.
- There were no significant lapses in security in-year.
- CJI received an annual assurance statement from DoJ FSD providing information on the DoJ FSD internal controls governing risk and control monitoring activities, and other relevant reporting processes and assurances provided by DoJ Internal Audit and other relevant sources of assurance.
- CJI retained its ISO 9001:2015 certification for its Quality Management System following an audit by independent assessors. ISO 9001:2015 is a continuous improvement regime that maintains the quality standards for all CJI processes.

Conflicts of interest

All ARAC members, CJI staff members and attendees (with the exception of Internal and External Audit representatives) are required to complete an annual declaration of potential personal or business interests. This information is used to identify where potential conflicts of interest may apply. Should this information change in-year, CJI staff members, ARAC members and attendees (with the exception of Internal and External Audit representatives) are required to inform the Chief Executive and update their declaration of interests accordingly. The CJI [Register of Interests](#) is available for public inspection.

Members and attendees at the CJI ARAC are also required to disclose any potential conflicts of personal or business interest at the start of each ARAC meeting. Where a conflict arises, the individual is required to absent themselves from the subsequent discussion.

Significant internal control issues

There were no significant internal control issues or Ministerial directions during 2022-23.

Accounting Officer Statement on Assurance

CJI has an established and robust assurance framework that includes primary assurance through line management structures on the achievement of objectives. This primary assurance is supplemented by secondary assurances provided through oversight of management activity and by the NICS Group Internal Audit and Fraud Investigation Service operating to PSIAS. They deliver an agreed prioritised programme of system-based audits covering all CJI systems over time. The Head of Internal Audit, DoJ provides me with an Annual Report and their professional opinion on the level of assurance that they can provide based on the work done. For the 2022-23 year they have provided overall satisfactory assurance.

REMUNERATION AND STAFF REPORT

REMUNERATION REPORT

The Remuneration Report provides information on the terms and conditions of employment applicable to CJI's Senior Management and the salary and pension entitlements along with any additional remuneration which is payable to the Inspectorate's most senior staff. This ensures transparency in relation to how staff salaries are set as well as the payments made and due to staff because of their employment.

Remuneration policy

The position of Chief Inspector of Criminal Justice in Northern Ireland is a public appointment and remuneration is a decision for the Minister of Justice (or in their absence, the DoJ) in line with any guidance issued by the Commissioner for Public Appointments Northern Ireland.

Other directly recruited staff employed by CJI are remunerated largely in line with NICS pay agreements and the CJI pay strategy approved by the DoF (formerly Department of Finance and Personnel (DFP)) in spring 2012.

The pay remit for the Northern Ireland Civil Service, including senior civil servants (SCS), is normally approved by the Minister of Finance. Following the Secretary of State for Northern Ireland's 24 November 2022 Written Ministerial Statement (WMS) on the Budget and the Northern Ireland (Executive Formation) Act receiving Royal Assent on 6 December 2022, the Northern Ireland public sector pay policy guidance was published on 8 December 2022.

Annual NICS pay awards are made in the context of the wider public sector pay policy. The pay award for NICS non-industrial staff, including the SCS, for 2022-23 has been finalised and is due to be paid in June 2023. CJI is in the process of securing approval to implement the 2022-23 NICS pay award for its staff and payment will be made as soon as possible.

The CJI remuneration arrangements for staff are based on a system of pay scales for each grade, including SCS aligned grades, containing a number of pay points from minimum to maximum, allowing progression towards the maximum based on performance.

Service contracts

Directly recruited appointments are made in accordance with the Civil Service Commissioners (Northern Ireland) Order 1999, which requires appointment to be on merit, on the basis of fair and open competition. The Recruitment Code published by the Civil Service Commissioners for Northern Ireland specifies the circumstances when appointments may be made otherwise.

The current Chief Inspector was appointed in the absence of a Northern Ireland Executive and a Minister of Justice by the Permanent Secretary, DoJ in November 2019 for a period of three years. Their appointment was extended in May 2022 by the then Minister of Justice for a further period of two years commencing from 30 November 2022.

The Deputy Chief Inspector and other members of staff hold appointments which are open-ended. Early termination, other than for misconduct, would result in the individual receiving compensation as set out in the [Civil Service Compensation Scheme](#).

Further information about the work of the Civil Service Commissioners for Northern Ireland can be found at www.nicscommissioners.org.

Remuneration (including salary) and pension entitlements

The following sections provide details of the remuneration and pension interests of the most senior employees.

Remuneration and pension entitlements (audited information)

Single total figure of remuneration								
	Salary (£000)		Benefits in kind (to nearest £100)		Pension Benefits* (to nearest £1,000)		Total (£000)	
	2022-23	2021-22	2022-23	2021-22	2022-23	2021-22	2022-23	2021-22
Ms J Durkin Chief Inspector	110 - 115	110 - 115	-	-	-46	13	65 - 70	125 - 130
Mr J Corrigan Deputy Chief Inspector and Chief Executive	80 - 85	80 - 85	-	-	10	39	90 - 95	120 - 125

* Please note: The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases exclude increases due to inflation and any increase or decrease due to a transfer of pension rights.

Salary

'Salary' includes gross salary and any other allowance to the extent that it is subject to UK taxation. This report is based on accrued payments made by CJI and thus recorded in these accounts.

Benefits in kind

The monetary value of benefits in kind covers any benefits provided by the employer and treated by HM Revenue and Customs as a taxable emolument. No benefits in kind were paid during the financial year (2021-22: £Nil).

Fair pay disclosures (audited information)

Reporting bodies are required to disclose the relationship between the highest paid director and the lower quartile (25th, percentile), median and upper quartile (75th percentile) staff remuneration of CJI's workforce.

The banded remuneration of the highest-paid director in CJI in the financial year 2022-23 was £110,000 - £115,000 (2021-22: £110,000 - £115,000). The relationship between the mid-point of this band and the remuneration of the organisation's workforce is disclosed on the following page:

2022-23	25th percentile	Median	75th percentile
Total remuneration (£)*	54,147	55,463	59,373
Pay ratio	2.08:1	2.03:1	1.89:1

2021-22	25th percentile	Median	75th percentile
Total remuneration (£)*	54,147	55,574	59,373
Pay ratio	2.08:1	2.02:1	1.89:1

* Total remuneration includes salary, non-consolidated performance related pay and benefits in kind. It does not include severance payments, employer pension contributions and the cash equivalent transfer value of pensions.

For 2022-23 and 2021-22, the 25th percentile, median and 75th percentile remuneration values consisted solely of salary payments.

Remuneration ranged from £30,000 - £35,000 to £110,000 - £115,000 (2021-22: £25,000 - £30,000 to £110,000 - £115,000).

There has been no increase to highest paid director's salary band from the previous financial year. No allowances, performance pay or bonus are payable.

Percentage change for:	2022-23 v 2021-22	2021-22 v 2020-21
Average employee salary and allowances	7.84%	-18.41%
Highest paid director's salary and allowances	0%	0%

Percentage Change in Remuneration

The percentage change in respect of CJI are shown in the following table. It should be noted that the calculation for the highest paid director is based on the mid-point of the band within which their remuneration fell in each year.

The average salaries of all other employees (other than the highest paid director) in 2022-23 has increased by 7.84%. This is as a net result of the filling of a vacant staff post in-year, a retirement of a part-time member of staff at the end of the 2021-22 year together with the impact of a time bound temporary promotion for one member of staff which concluded at the end of the 2022-23 financial year.

No allowances or performance pay are payable to all other employees (2021-22: £Nil).

Pension entitlements (audited information)

Name	Accrued pension at pension age as at 31/03/23 and related lump sum £'000	Real increase in pension and related lump sum at pension age £'000	CETV at 31/03/23 £'000	CETV at 31/03/22 £'000	Real increase in CETV £'000	Employer contribution to partnership pension account Nearest £100
Ms J Durkin <i>Chief Inspector</i>	60 - 65 plus a lump sum of 130-135	0 - plus a lump sum of 0	1,214	1,136	-60	-
Mr J Corrigan <i>Deputy Chief Inspector and Chief Executive</i>	30 - 35	0 - 2.5	491	436	-2	-

Northern Ireland Civil Service (NICS) Pension Schemes

Pension benefits are provided through the Northern Ireland Civil Service pension schemes which are administered by Civil Service Pensions (CSP).

The alpha pension scheme was initially introduced for new entrants from 1 April 2015. The alpha scheme and all previous scheme arrangements are unfunded with the cost of benefits met by monies voted each year. The majority of members of the classic, premium, classic plus and nuvos pension arrangements (collectively known as the Principal Civil Service Pension Scheme (Northern Ireland) [PCSPS (NI)]) also moved to alpha from that date. At that time, members who on 1 April 2012 were within 10 years of their normal pension age did not move to alpha (full protection) and those who were within 13.5 years and 10 years of their normal pension age were given a choice between moving to alpha on 1 April 2015 or at a later date determined by their age (tapered protection).

McCloud Judgment

In 2018, the Court of Appeal found that the protections put in place back in 2015 that allowed older workers to remain in their original scheme, were discriminatory on the basis of age. As a result, steps are being taken by the DoF to remedy those 2015 reforms, making the pension scheme provisions fair to all members. Some active members will have seen changes from April 2022.

The remedy is made up of two parts. The first part was completed last year with all active members now being members of alpha from 1 April 2022, this provides equal treatment for all active pension scheme members.

The second part is to put right, 'remedy,' the discrimination that has happened between 2015 and 2022. We are currently working on new scheme regulations and processes in readiness for this.

It is expected that, in due course, eligible members with relevant service between 1 April 2015 and 31 March 2022 may be entitled to different pension benefits in relation to that period.

The different pension benefits relate to the alternative schemes e.g., legacy PCSPS (NI) 'Classic', 'Premium' or 'Nuvos' (legacy scheme) or alpha. Scheme regulations made in March 2022, closed the PCSPS(NI) to future accrual from 31 March 2022, and all remaining active PCSPS(NI) members (including partially retired members in active service) moved to 'alpha' from 1 April 2022. This completed Phase One to remedy the discrimination identified by the Courts. Any pension benefits built up in the legacy scheme prior to this date are unaffected and PCSPS(NI) benefits remain payable in accordance with the relevant scheme rules. Phase Two will see the implementation of the Deferred Choice Underpin. That is, giving eligible members a choice between legacy scheme and alpha scheme benefits for service between 1 April 2015 and 31 March 2022. At this stage, allowance has not yet been made within CETVs for this remedy. Further information on the remedy will be included in the NICS pension scheme accounts which, once published, are available at <https://www.finance-ni.gov.uk/publications/dof-resource-accounts>.

Alpha is a 'Career Average Revalued Earnings' (CARE) arrangement in which members accrue pension benefits at a percentage rate of annual pensionable earnings throughout the period of scheme membership. The current accrual rate is 2.32%.

From 1 April 2015, all new entrants joining the NICS can choose between membership of alpha or joining a 'money purchase' stakeholder arrangement with a significant employer contribution (Partnership Pension Account).

Information on the PCSPS (NI) – Closed Scheme

New entrants who joined on or after 30 July 2007 were eligible for membership of the legacy PCSPS(NI) Nuvos arrangement or they could have opted for a Partnership Pension Account. Nuvos was also a CARE arrangement in which members accrued pension benefits at a percentage rate of annual pensionable earnings throughout the period of scheme membership. The rate of accrual was 2.3%.

Staff in post prior to 30 July 2007 were eligible to be in one of three statutory based 'final salary' legacy defined benefit arrangements (Classic, Premium and Classic Plus). From April 2011, pensions payable under these arrangements have been reviewed annually in line with changes in the cost of living. New entrants who joined on or after 1 October 2002 and before 30 July 2007 will have chosen between membership of premium or joining the Partnership Pension Account.

Benefits in Classic accrue at the rate of 1/80th of pensionable salary for each year of service. In addition, a lump sum equivalent to three years' pension is payable on retirement. For Premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike Classic, there is no automatic lump sum (but members may give up (commute) some of their pension to provide a lump sum). Classic Plus is essentially a variation of Premium, but with benefits in respect of service before 1 October 2002 calculated broadly as per Classic.

Partnership Pension Account

The Partnership Pension Account is a stakeholder pension arrangement. The employer makes a basic contribution of between 8% and 14.75% (depending on the age of the member) into a stakeholder pension product chosen by the employee. The employee does not have to contribute but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.5% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

Active members of the pension scheme will receive an Annual Benefit Statement. The accrued pension quoted is the pension the member is entitled to receive when they reach their scheme pension age, or immediately on ceasing to be an active member of the scheme if they are at or over pension age.

The normal scheme pension age in alpha is linked to the member's State Pension Age but cannot be before age 65. The Scheme Pension age is 60 for any pension accrued in the legacy **Classic, Premium, and Classic Plus** arrangements and 65 for any benefits accrued in **Nuvos**. Further details about the NICS pension schemes can be found at the website www.finance-ni.gov.uk/civilservicepensions-ni.

All pension benefits are reviewed annually in line with changes in the cost of living. Any applicable increases are applied from April and are determined by the Consumer Prices Index (CPI) figure for the preceding September. The CPI in September 2022 was 10.1% and HM Treasury has announced that public service pensions will be increased accordingly from April 2023.

Employee contribution rates for all members for the period covering 1 April 2023 - 31 March 2024 are as follows:

Scheme Year 1 April 2023 to 31 March 2024

Annualised Rate of Pensionable Earnings (Salary Bands)		Contribution rates - All members
From	To	From 1 April 2023 to 31 March 2024
£0	£25,049.99	4.6%
£25,050.00	£56,999.99	5.45%
£57,000.00	£153,299.99	7.35%
£153,300.00 and above		8.05%

Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The CETV figures, and from 2003-04 the other pension details, include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the NICS pension arrangements. They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETVs are calculated in accordance with The Occupational Pension Schemes (Transfer Values) Regulations 1996 (as amended) and do not take account of any actual or potential benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

CETV figures are calculated using the guidance on discount rates for calculating unfunded public service pension contribution rates that was extant at 31 March 2023. HM Treasury published updated guidance on 27 April 2023; this guidance will be used in the calculation of 2023-24 CETV figures.

Real increase in CETV

This reflects the increase in CETV effectively funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period. However, the real increase calculation uses common actuarial factors at the start and end of the period so that it disregards the effect of any changes in factors and focuses only on the increase that is funded by the employer.

Compensation for loss of office

No compensation on early retirement or for loss of office was paid to members of senior management during 2022-23 (2021-22: £Nil).

STAFF REPORT

Staff costs (audited information)

Staff costs comprise:

		2022-23	2021-22
	Note	Total £	Total £
Wages and salaries	3	571,024	605,633
Social security costs	3	69,334	70,327
Other pension costs	3	183,709	193,278
Total Net costs		824,067	869,238

Main pension arrangements

The Northern Ireland Civil Service pension arrangements are unfunded multi-employer defined benefit schemes, but CJI is unable to identify its share of the underlying assets and liabilities.

The Public Service Pensions Act (Northern Ireland) 2014 provides the legal framework for regular actuarial valuations of the public service pension schemes to measure the costs of the benefits being provided. These valuations inform the future contribution rates to be paid into the schemes by employers every four years following the scheme valuation. The Act also provides for the establishment of an employer cost cap mechanism to ensure that the costs of the pension schemes remain sustainable in future.

The Government Actuary's Department (GAD) is responsible for carrying out scheme valuations. The Actuary reviews employer contributions every four years following the scheme valuation. The 2016 scheme valuation was completed by GAD in March 2019. The outcome of this valuation was used

to set the level of contributions for employers from 1 April 2019 to 31 March 2023.

The 2016 Scheme Valuation requires adjustment as a result of the 'McCloud remedy'. The Department of Finance also commissioned a consultation in relation to the Cost Cap element of Scheme Valuations which closed on 25 June 2021. The Cost Cap Mechanism (CCM) is a measure of scheme costs and determines whether member costs or scheme benefits require adjustment to maintain costs within a set corridor. By taking into account the increased value of public service pensions, as a result of the 'McCloud remedy', scheme cost control valuation outcomes will show greater costs than otherwise would have been expected. Following completion of the consultation process, the 2016 Valuation has been completed and the final cost cap determined. Further information, including a copy of Unpause Cost Cap Valuation Report, can be found on the Department of Finance website <https://www.finance-ni.gov.uk/articles/northern-ireland-civil-service-pension-scheme-valuations>.

A case for approval of a Legislative Consent Motion (LCM) was laid in the Northern Ireland Assembly to extend the Public Service Pensions and Judicial Offices Bill (PSP&JO) to Northern Ireland. Under the LCM agreed by the Northern Ireland Assembly on 1 November 2021 provisions are included in the Act for devolved schemes in Northern Ireland. A second LCM was laid in the Northern Ireland Assembly to implement the CCM changes in the Westminster Bill for devolved schemes. The second LCM, as agreed by the Northern Ireland Assembly on 31 January 2022, ensured the reformed only scheme design and the economic check will now be applied to the 2020 scheme valuations for the devolved public sector pension schemes, including the NICS pension scheme. The PSP&JO Act received Royal Assent on 10 March 2022. The UK Act legislates how the government will remove the discrimination identified in the McCloud Judgment. The Act also includes provisions that employees will not experience any detriment if the adjusted valuation costs breach the set cost cap ceiling but any breaches of the cost cap floor (positive employee impacts) in the completed valuations will be honoured.

For 2022-23, employers' contributions of £178,824 were paid to the NICS pension arrangements (2021-22: £200,269) at one of two rates (30.7% or 34.2%) of pensionable pay, based on salary bands.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers' contributions of £Nil (2021-22: £Nil) were paid to one or more of the panel of two appointed stakeholder pension providers. Employer contributions are age-related and range from 8% to 14.75% (2021-22: 8% to 14.75%) of pensionable pay.

The partnership pension account offers the member the opportunity of having a 'free' pension. The employer will pay the age-related contribution and if the member does contribute, the employer will pay an additional amount to match member contributions up to 3% of pensionable earnings.

Employer contributions of £Nil, 0.5% (2021-22: £Nil, 0.5%) of pensionable pay, were payable to the NICS Pension schemes to cover the cost of the future provision of lump sum benefits on death in service and ill-health retirement of these employees. Contributions due to the partnership pension providers at the reporting period date were £Nil. Contributions prepaid at that date were £Nil.

No persons (2021-22: Nil persons) retired early on ill-health grounds; the total additional accrued pension liabilities in the year amounted to £Nil (2021-22: £Nil).

Average number of persons employed

The average number of whole-time equivalent persons employed during the year was as follows:

	2022-23 Number	2021-22 Number
Permanently employed staff		
Senior management	2.00	2.00
Inspectors	4.90	5.65
Administration and support staff	2.08	2.50
Total	8.98	10.15

Staff composition (audited information)

The number of staff employed at 31 March 2023 was as follows:

	Female staff Number	Male staff Number	Total staff Number
Permanently employed staff			
Senior management*	1	1	2
Inspectors	5	1	6
Administration and Support Staff	3	0	3
Total	9	2	11

During 2022-23 CJI had two employees who were equivalent to NICS Senior Civil Service grades. They were the Chief Inspector (Grade 3 equivalent) and the Deputy Chief Inspector and Chief Executive (Grade 5 equivalent).

At the start of the 2022-23 financial year, CJI had a complement of nine permanent staff (8.4 Full Time Equivalent (FTE)). There were a number of staff changes in-year including the retirement a part-time business support staff member; appointment and resignation of a newly appointed full time Inspector; appointment of a further new full time Inspector and appointment of a new full time business support staff member. This brought CJI staffing levels to 11 permanent staff (10.4 FTE) on 31 March 2023.

The Chief Inspector has line management responsibility for the Deputy Chief Inspector, while the Deputy Chief Inspector has line management responsibility for the Inspection staff and Business Support staff.

Sickness absence

In 2022-23 the average level of staff sickness absence stood at 4.27 days per employee (2021-22: 11.5 days). This was primarily due to a period of long-term sickness absence. When the long-term sickness absence is excluded, the average level of staff sickness absence for 2022-23 stood at 0.73 days (2021-22: 1.75 days) per employee.

Staff turnover

During the 2022-23 financial year CJI had a staff turnover of 10% (2021-22: 18%) based on the number of leavers during the year divided by the average number of staff in post over the period.

Staff Engagement

As employees of CJI are public not civil servants, staff do not participate in the NICS Staff Survey. CJI senior management maintain on-going engagement with staff on a formal and informal basis.

Staff policies - recruitment, training and career development of disabled persons

CJI is an equal opportunities employer that seeks to appoint candidates for roles within the organisation based on merit through fair and open competition. CJI staff who participate in recruitment panels undertake NICS Recruitment and Selection training, which includes raising awareness of unconscious bias. CJI seeks to ensure equality of opportunity for all staff regardless of gender, age, community background or disability in relation to its employment practices.

In respect of disabled persons, CJI's staff policies default to those of the DoJ (its sponsoring Department) and the wider NICS with regard to Section 75 of the Northern Ireland Act 1998, the Disability Discrimination Act 1995 and the maintenance and promotion of a diverse and inclusive workforce. This includes supporting reasonable adjustments to working practices or the working environment if required by disabled persons.

CJI is committed to creating an inclusive workplace where all staff feel valued.

A recruitment campaign for a new Inspector was completed and two appointments made during 2022-23 as a result of the open competition. A second open competition to recruit a new Business Support Team member was undertaken and concluded during the financial year. Throughout both recruitment exercises, CJI gave full and fair consideration to any applications for employment received by disabled persons, having regard to their particular aptitudes or abilities.

CJI was not required to arrange appropriate training for staff who had become disabled during the reporting period to ensure their continuing employment.

Other employee matters

a) Equality and diversity

CJI is committed to creating an inclusive working environment where individual differences are valued and respected, in which each employee is able to fulfil their potential and maximise their contribution. CJI seeks to provide a harmonious workplace where staff feel valued, respected and included and defaults to the NICS policy on [Equality, Diversity and Inclusion](#).

CJI continues to meet its statutory obligations under the Fair Employment & Treatment (Northern Ireland) Order 1998, which includes submission of an annual Fair Employment Monitoring Return and Article 55 Reviews to the Equality Commission for Northern Ireland, both of which assess the composition of the CJI workforce and the composition of applicants and appointees. CJI uses the findings of its equality monitoring activity to monitor and inform activity to address any areas of under-representation should it be required.

Information on the gender profile of CJI's workforce can be found within the Staff Composition information contained in this and previous Annual Reports.

As a designated public authority, CJI has due regard to the need to promote equality of opportunity and regard to the desirability of promoting good relations across a range of categories outlined in the Section 75 of the Northern Ireland Act 1998 in carrying out its functions. Further information on CJI's [equality scheme and reports](#) can be found online. Information on work carried out by CJI in-year to promote equality, diversity and good relations can be found in the Performance Analysis section of this report.

b) Health and safety

CJI undertakes to comply fully with the requirements of the Health and Safety at Work (Northern Ireland) Order 1978 and all other relevant statutory provisions.

CJI will, as far as reasonably practicable, provide and maintain a safe place of work, maintain safe systems of work, and provide working conditions that will ensure a healthy and safe working environment. The health, safety and welfare of all personnel and all others affected by the conduct of their undertakings will be ensured as far as is reasonably practicable. CJI has in place a Health and Safety Policy which reflects this aim and its responsibilities as an employer.

During 2022-23 CJI continued to adhere to UK Government and Northern Ireland Executive guidance around the easing of COVID-19 pandemic restrictions.

c) Staff support and wellbeing

The health and wellbeing of CJI staff members is of paramount concern and has been a feature of CJI's Sustainability and Recovery Plan in response to the COVID-19 pandemic. As in other Inspectorates, staff will be expected to work beyond conditioned hours when the need arises, but that will be matched by time off in lieu and flexibility in working practices to meet the needs of those with caring responsibilities. CJI staff have access to the NICS Welfare Support Service and Employee Assistance Programme. Senior management recognise the importance of staff wellbeing and have sought to further develop team-working and engagement during 2022-23 through greater levels of office-based working.

d) Learning and development

CJI is committed to supporting the continued learning and development of staff acknowledging that skilled and engaged staff are an essential resource in terms of meeting the Inspectorate's current and future business needs and the achievement of its corporate objectives.

CJI sees learning and development as a collaborative process involving individual staff members and line managers which is linked to the Performance Management system. Training and development is delivered using a variety of learning delivery channels (including on-line, webinars and in-person), providing flexible access to learning. CJI is a participant in the Interchange Scheme which provides secondment/development opportunities for staff working within the public sector.

Senior management and members of the Inspection Team in CJI are also members of the Chief Executives' Forum and attended a number of virtual events, seminars and training events organised by the Forum throughout the year. In May 2022, a number of Inspectors took part in a one-day training course organised by RQIA focussing on considerations for Inspectors when examining inspected agencies' responses to exploitation including child sexual exploitation and harmful sexual behaviour. Four Inspectors undertook training on the Police Service's Niche computer system during the year while another Inspector attended Adult Safeguarding Training organised by the South Eastern Health and Social Care Trust while a colleague attended an in-person one-day Chief Executive's Forum media training course.

Expenditure on consultancy and temporary staff

Expenditure in relation to consultancy which supports the achievement of the Inspection Programme was £43,769 in 2022-23 (2021-22: £63,319). No expenditure was incurred in relation to temporary staff in 2022-23 (2021-22: Nil).

Off-payroll engagements

CJI had no 'off-payroll' engagements at a cost of over £245 per day during 2022-23 or 2021-22.

Exit packages

There were no exit packages agreed or in place within CJI during 2022-23 or 2021-22.

ASSEMBLY ACCOUNTABILITY AND AUDIT REPORT

ASSEMBLY ACCOUNTABILITY DISCLOSURES (AUDITED INFORMATION)

Regularity of Expenditure

Losses and special payments

There were no losses or special payments in 2022-23 (2021-22: £Nil).

Remote contingent liabilities

There were no contingent liabilities requiring disclosure under Northern Ireland Assembly reporting requirements. CJI had no significant remote contingent liabilities during 2022-23 (2021-22: £Nil) that require disclosure. Note 12 to the Accounts provides further details regarding the contingent liabilities that are included within the financial statements.



James Corrigan
Chief Executive and Accounting Officer

27 June 2023

THE CERTIFICATE AND REPORT OF THE COMPTROLLER AND AUDITOR GENERAL TO THE NORTHERN IRELAND ASSEMBLY

Opinion on financial statements

I certify that I have audited the financial statements of Criminal Justice Inspection Northern Ireland for the year ended 31 March 2023 under the Justice (Northern Ireland) Act 2002 as amended by the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010. The financial statements comprise: the Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity; and the related notes, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and UK adopted international accounting standards as interpreted and adapted by the Government Financial Reporting Manual.

I have also audited the information in the Accountability Report that is described in that report as having been audited.

In my opinion the financial statements:

- give a true and fair view of the state of Criminal Justice Inspection Northern Ireland's affairs as at 31 March 2023 and of the Criminal Justice Inspection Northern Ireland's net expenditure for the year then ended; and
- have been properly prepared in accordance with the Justice (Northern Ireland) Act 2002 as amended by the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010 and Department of Justice directions issued thereunder.

Opinion on regularity

In my opinion, in all material respects the expenditure and income recorded in the financial statements have been applied to the purposes intended by the Assembly and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (ISAs) (UK), applicable law and Practice Note 10 'Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom'. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of this certificate.

My staff and I are independent of Criminal Justice Inspection Northern Ireland in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK, including the Financial Reporting Council's Ethical Standard, and have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my opinions.

Conclusions relating to going concern

In auditing the financial statements, I have concluded that Criminal Justice Inspection Northern Ireland's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Criminal Justice Inspection Northern Ireland's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

The going concern basis of accounting for Criminal Justice Inspection Northern Ireland is adopted in consideration of the requirements set out in the Government Reporting Manual, which require entities to adopt the going concern basis of accounting in the preparation of the financial statements where it anticipated that the services which they provide will continue into the future.

My responsibilities and the responsibilities of the Accounting Officer with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the annual report other than the financial statements, the parts of the Accountability Report described in that report as having been audited, and my audit certificate and report. The Accounting Officer is responsible for the other information included in the annual report.

My opinion on the financial statements does not cover the other information and except to the extent otherwise explicitly stated in my report I do not express any form of assurance conclusion thereon.

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters

In my opinion, based on the work undertaken in the course of the audit:

- the parts of the Accountability Report to be audited have been properly prepared in accordance with Department of Justice directions made under the Justice (Northern Ireland) Act 2002 as amended by the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010; and
- the information given in the Performance Report and Accountability Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I report by exception

In the light of the knowledge and understanding of Criminal Justice Inspection Northern Ireland and its environment obtained in the course of the audit, I have not identified material misstatements in the Performance Report and Accountability Report.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements and the parts of the Accountability Report to be audited are not in agreement with the accounting records; or
- certain disclosures of remuneration specified by the Government Financial Reporting Manual are not made; or
- I have not received all of the information and explanations I require for my audit; or
- the Governance Statement does not reflect compliance with the Department of Finance's guidance.

Responsibilities of the Accounting Officer for the financial statements

As explained more fully in the Statement of Accounting Officer Responsibilities, the Accounting Officer is responsible for:

- the preparation of the financial statements in accordance with the applicable financial reporting framework and for being satisfied that they give a true and fair view;
- such internal controls as the Accounting Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error;

- ensuring the annual report, which includes the Remuneration and Staff Report, is prepared in accordance with the applicable financial reporting framework; and
- assessing Criminal Justice Inspection Northern Ireland's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Accounting Officer anticipates that the services provided by Criminal Justice Inspection Northern Ireland will not continue to be provided in the future.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit, certify and report on the financial statements in accordance with the Justice (Northern Ireland) Act 2002 as amended by the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue a certificate that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulation, including fraud.

My procedures included:

- obtaining an understanding of the legal and regulatory framework applicable to Criminal Justice Inspection Northern Ireland through discussion with management and application of extensive public sector accountability knowledge. The key laws and regulations I considered included the governing legislation and any other relevant laws and regulations identified;
 - making enquires of management and those charged with governance on Criminal Justice Inspection Northern Ireland's compliance with laws and regulations;
 - making enquiries of internal audit, management and those charged with governance as to susceptibility to irregularity and fraud, their assessment of the risk of material misstatement due to fraud and irregularity, and their knowledge of actual, suspected and alleged fraud and irregularity;
 - completing risk assessment procedures to assess the susceptibility of Criminal Justice Inspection Northern Ireland's financial statements to material misstatement, including how fraud might occur. This included, but was not limited to, an engagement director led engagement team discussion on fraud to identify particular areas, transaction streams and business practices that may be susceptible to material misstatement due to fraud.
- As part of this discussion, I identified potential for fraud in the posting of unusual journals;
- engagement director oversight to ensure the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with the applicable legal and regulatory framework throughout the audit;
 - documenting and evaluating the design and implementation of internal controls in place to mitigate risk of material misstatement due to fraud and non-compliance with laws and regulations;
 - designing audit procedures to address specific laws and regulations which the engagement team considered to have a direct material effect on the financial statements in terms of misstatement and irregularity, including fraud. These audit procedures included, but were not limited to, reading board and committee minutes, and agreeing financial statement disclosures to underlying supporting documentation and approvals as appropriate; and
 - addressing the risk of fraud as a result of management override of controls by:
 - performing analytical procedures to identify unusual or unexpected relationships or movements;
 - testing journal entries to identify potential anomalies, and inappropriate or unauthorised adjustments;
 - assessing whether judgements and other assumptions made in determining accounting estimates were indicative of potential bias; and
 - investigating significant or unusual transactions made outside of the normal course of business.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website **www.frc.org.uk/auditorsresponsibilities**. This description forms part of my certificate.

In addition, I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by the Assembly and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Report

I have no observations to make on these financial statements.



Dorinnia Carville

Comptroller and Auditor General
Northern Ireland Audit Office
106 University Street
BELFAST
BT7 1EU

28 June 2023

FINANCIAL STATEMENTS

STATEMENT OF COMPREHENSIVE NET EXPENDITURE FOR THE YEAR ENDED 31 MARCH 2023

This account summarises the expenditure and income generated and consumed on an accruals basis. It also includes other comprehensive income and expenditure, which include changes to the values of non-current assets and other financial instruments that cannot yet be recognised as income or expenditure.

	Note	2022-23 £	2021-22 £
Other operating income	4	(22)	(26)
Total operating income		(22)	(26)
Staff costs	3	824,067	869,238
Purchase of goods and services	3	234,471	256,347
Depreciation and impairment charges	3	5,039	5,548
Total operating expenditure		1,063,577	1,131,133
Net expenditure for the year		1,063,555	1,131,107
Other comprehensive net expenditure			
Items that will not be reclassified to net operating expenditure:			
Net gain on revaluation of property, plant and equipment	5	(558)	(243)
Net gain on revaluation of intangible assets	6	(69)	(117)
Comprehensive net expenditure for the year		1,062,928	1,130,747

The notes on pages 82 to 94 form part of these accounts.

STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2023

This statement presents the financial position of CJI. It comprises three main components: assets owned or controlled; liabilities owed to other bodies; and equity, the remaining value of the entity.

	Note	2023 £	2022 £
Non-current assets:			
Property, plant and equipment	5	10,399	11,110
Intangible assets	6	581	1,651
Total non-current assets		10,980	12,761
Current assets:			
Trade and other receivables	9	5,727	3,545
Cash and cash equivalents	8	82	96
Total current assets		5,809	3,641
Total assets		16,789	16,402
Current liabilities			
Trade and other payables	10	(204,860)	(191,545)
Total current liabilities		(204,860)	(191,545)
Total assets less total liabilities		(188,071)	(175,143)
Taxpayers' equity and other reserves			
General Fund		(189,028)	(175,718)
Revaluation Reserve		957	575
Total equity		(188,071)	(175,143)

The financial statements on pages 78 to 81 were approved by the Audit and Risk Assurance Committee on 7 June 2023 and were signed on its behalf by:



James Corrigan
Chief Executive and Accounting Officer

27 June 2023

The notes on pages 82 to 94 form part of these accounts.

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2023

The Statement of Cash Flows shows the changes in cash and cash equivalents of CJI during the reporting period. The statement shows how CJI generates and uses cash and cash equivalents by classifying cash flows as operating, investing and financing activities. The amount of net cash flows arising from operating activities is a key indicator of service costs and the extent to which these operations are funded by way of income from the recipients of services provided by CJI. Investing activities represent the extent to which cash inflows and outflows have been made for resources which are intended to contribute to CJI's future public service delivery.

	Note	2022-23 £	2021-22 £
Cash flows from operating activities			
Net expenditure for the year		(1,063,555)	(1,131,107)
Adjustment for non-cash transactions	3	5,107	5,548
(Increase)/decrease in trade and other receivables	9	(2,182)	2,870
Increase/(decrease) in trade and other payables	10	24,670	(43,196)
Net cash outflow from operating activities		(1,035,960)	(1,165,885)
Cash flows from investing activities			
Purchase of property, plant and equipment	5	(1,285)	-
Net cash outflow from investing activities		(1,285)	-
Cash flows from financing activities			
Grants from sponsoring Department		1,050,000	1,155,000
Net financing		1,050,000	1,155,000
Net increase/(decrease) in cash and cash equivalents in the period		12,755	(10,885)
Cash and cash equivalents at the beginning of the period	8	(13,053)	(2,168)
Cash and cash equivalents at the end of the period	8	(298)	(13,053)

The notes on pages 82 to 94 form part of these accounts.

STATEMENT OF CHANGES IN TAXPAYERS' EQUITY FOR YEAR ENDED 31 MARCH 2023

This statement shows the movement in the year on the different reserves held by CJI, analysed into 'general fund reserves' (that is, those reserves that reflect a contribution from the Consolidated Fund). The Revaluation Reserve reflects the change in asset values that have not been recognised as income or expenditure. The General Fund represents the total assets less liabilities of CJI, to the extent that the total is not represented by other reserves and financing items.

	General Fund £	Revaluation Reserve £	Taxpayers' Equity £
Balance at 31 March 2021	(199,706)	310	(199,396)
Grants from sponsoring Department	1,155,000	-	1,155,000
Comprehensive net expenditure for the year	(1,131,107)	360	(1,130,747)
Other reserves movements including transfers	95	(95)	-
Balance at 31 March 2022	(175,718)	575	(175,143)
Grants from sponsoring Department	1,050,000	-	1,050,000
Comprehensive net expenditure for the year	(1,063,555)	627	(1,062,928)
Other reserves movements including transfers	245	(245)	-
Balance at 31 March 2023	(189,028)	957	(188,071)

The notes on pages 82 to 94 form part of these accounts.

NOTES TO THE ACCOUNTS

1. STATEMENT OF ACCOUNTING POLICIES

These financial statements have been prepared in accordance with the 2022-23 Government Financial Reporting Manual (FReM) issued by HM Treasury. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of CJI for the purpose of giving a true and fair view has been selected. The particular policies adopted by CJI are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

a) Accounting convention

These accounts have been prepared under the historical cost convention modified to account for the revaluation of property, plant and equipment and intangible assets.

The accounts are stated in pound sterling, which is CJI's functional and presentational currency. Unless otherwise noted, the amounts shown in these financial statements are in pound sterling (£).

b) Pensions

Past and present employees are covered by the provisions of the NICS pension arrangements which are described in the Salary and Pension Entitlements section of the Remuneration Report. The defined benefit elements of the schemes are unfunded and are non-contributory except in respect of dependants' benefits. The organisation recognises the expected cost of these elements on a systematic and rational basis over the period during which it benefits from employees' services by payment to the NICS pension arrangements of amounts calculated on an accruing basis. Liability for payment of future benefits is a charge on the NICS pension arrangements. In respect of the defined contribution elements of the schemes, the organisation recognises the contributions payable for the year.

c) Staff costs

Under IAS 19, Employee Benefits, all staff costs must be recorded as an expense as soon as the organisation is obligated to pay them. This includes the cost of any untaken leave as at the year end.

d) Leases

IFRS 16 Leases has been implemented from 1 April 2022. It largely removes the distinction between operating and finance leases and introduces a single lease accounting model for lessees. A lessee is required to recognise ('right-of-use') assets and liabilities for all leases (apart from the exemptions listed below). This replaces the previous standard, IAS 17 Leases, representing a change in accounting policy applied in accordance with IAS 1 and IAS 8 as adapted by the FReM.

Previous treatment

In the comparative period, as a lessee CJI classified leases that transferred substantially all the risks and rewards of ownership as finance leases. The leased assets were measured at an amount equal to lower of the fair value and the present value of minimum lease payments.

Leases other than finance leases were classified as operating leases. Assets previously held as operating leases were not recognised in the CJI Statement of Financial Position. Payments were recognised in the Statement of Comprehensive Net Expenditure on a straight line basis over the term of the lease. Lease incentives were recognised as an integral part of the total lease expense, over the term of the lease.

Policy applicable from 1 April 2022

At inception of a contract, CJI assesses whether a contract is, or contains, a lease. A contract is, or contains a lease if the contract conveys the right to control the use of an identified asset for a period of time. To assess whether a contract conveys the right to control the use of an identified asset, CJI assesses whether:

- the contract involves the use of an identified asset;
- CJI has the right to obtain substantially all of the economic benefit from the use of the asset throughout the period of use; and
- CJI has the right to direct how and for what purpose the asset is used for.

CJI did not hold any leases on or after 1 April 2022.

e) Grant-in-aid

CJI is funded by Grant-in-aid from the Department of Justice (DoJ). Grant-in-aid matches CJI's cash needs, is accounted for on a cash basis as financing and is reflected in Taxpayers' Equity.

f) Property, plant and equipment

Expenditure on property, plant and equipment is capitalised if it is intended for use on a continuous basis. Property, plant and equipment is valued at current replacement cost by using the Price Index Numbers for Current Cost Accounting published by the Office for National Statistics. Any gain on revaluation is credited to the Statement of Comprehensive Net Expenditure to the extent that it reverses a revaluation loss on the same asset previously recognised in that Account. Other gains are credited to the Revaluation Reserve.

Losses arising on revaluation are taken to the Revaluation Reserve unless they exceed previous revaluation gains in which case they are taken to the Statement of Comprehensive Net Expenditure.

g) Depreciation

Depreciation is provided on property, plant and equipment on a straight-line basis to write off the cost or revaluation less any residual value evenly over the asset's anticipated life as follows:

Refurbishment Costs	-	10 years;
Information Technology	-	3 to 10 years; and
Office Equipment, Furniture & Fittings	-	up to 15 years.

A further adjustment is made for any backlog depreciation arising from the requirement to value assets by reference to current costs and from this, the backlog depreciation is posted to the revaluation reserve.

h) Realised element of depreciation from Revaluation Reserve

Depreciation is charged to expenditure on the revalued amount of property, plant and equipment and intangibles. An element of depreciation therefore arises due to the increase in valuation and is in excess of the depreciation that would be charged on the historical cost of assets. The amount relating to this excess is a realised gain on disposal and is transferred from the Revaluation Reserve to the General Fund.

i) Intangible assets

Intangible assets which comprise computer software and software licenses are valued at current replacement cost by using the Price Index Numbers for Current Cost Accounting published by the Office for National Statistics. Any gain on revaluation is credited to the Statement of Comprehensive Net Expenditure to the extent that it reverses a revaluation loss on the same asset previously recognised in that Account. Other gains are credited to the Revaluation Reserve. Losses arising on revaluation are taken to the Revaluation Reserve unless they exceed previous revaluation gains in which case they are taken to the Statement of Comprehensive Net Expenditure.

Software licences are amortised over the shorter of the term of the licence and the useful economic life.

j) Contingent liabilities

In accordance with IAS 37 Provisions, Contingent Liabilities and Contingent Assets, CJI discloses as contingent liabilities, potential future obligations arising from past obligating events where the existence of such obligations remain uncertain pending the outcome of future events outside CJI's control, unless their likelihood is considered to be remote.

Where the time value of money is material, contingent liabilities which are required to be disclosed under IAS 37 are stated at discounted amounts.

k) Value added tax

CJI is not eligible to register for VAT and all costs are shown inclusive of VAT.

l) Corporation tax

As an Executive Non-Departmental Public Body (NDPB), CJI falls within the scope of Corporation Tax provision in respect of trading profits. Activities have been appropriately assessed and are not considered to be trading and therefore are not subject to Corporation Tax.

m) Revaluation Reserve

The Revaluation Reserve reflects the unrealised balance of the cumulative indexation revaluation adjustments to non-current assets.

n) Financial instruments

i) Recognition and de-recognition of Financial assets and Financial liabilities

Financial assets and liabilities are recognised when the organisation becomes party to the contractual provisions of the instrument.

Financial assets are de-recognised when the organisation no longer has rights to the cash flows, the risks and rewards of ownership or control of the asset. Financial liabilities are de-recognised when the obligation under the liability is discharged, cancelled or expires.

ii) Financial assets

Cash and cash equivalents

Cash and cash equivalents comprise cash in hand and current balances with banks which are readily convertible to known amounts of cash which are subject to insignificant risk of changes in value and have an original maturity of three months or less.

iii) Financial liabilities

Trade and other payables

Financial liabilities within trade and other payables are initially recognised at fair value, which is usually the original invoiced amount, less provision for impairment.

o) Critical accounting estimates and key judgements

The preparation of financial statements in conformity with IFRS requires the use of accounting estimates and assumptions. It also requires management to exercise its judgment in the process of applying the Office's accounting policies. CJI continually evaluates its estimates, assumptions and judgments based on available information and experience. As the use of estimates is inherent in financial reporting, actual results could differ from these estimates.

The estimates and assumptions included in these financial statements have been evaluated and are considered to carry no significant risk of causing material adjustment to the carrying amount of the assets and liabilities.

p) Accounting standards, amendments, interpretations or other updates that were issued and effective for the 2022-23 financial year:

CJI has considered those new Standards, interpretations and amendments to existing Standards which have been published and are mandatory for CJI's accounting periods beginning on or after 1 April 2022 or later periods. CJI considers that these are either not relevant or material to its operations.

q) Accounting standards, interpretations and amendments to published Standards not yet effective

CJI has considered those new Standards, interpretations and amendments to existing Standards which have been published but are not yet effective, nor adopted early for these Accounts. CJI considers that these are either not relevant or material to its operations.

r) Financial reporting - future developments

CJI has considered the accounting initiatives identified by HM Treasury and Department of Finance covering potential changes and projects where standards, amendments or interpretations are in development. CJI considers that these changes are either not relevant or material to its operations.

2. STATEMENT OF OPERATING EXPENDITURE BY OPERATING SEGMENT

In the opinion of the Management Team, CJI operates only one reportable segment and all income and expenditure as shown in the Statement of Comprehensive Net Expenditure is attributable to the overall services provided by CJI. All CJI's financing is derived from the DoJ through Grant-in-aid and all services undertaken are within Northern Ireland. All non-current assets are located in Northern Ireland.

3. EXPENDITURE

	Note	2022-23 £	2021-22 £
Staff costs*:			
Wages and salaries		571,024	605,633
Social security costs		69,334	70,327
Other pension costs		183,709	193,278
		824,067	869,238
Purchase of goods and services:			
Cash items:			
Accommodation costs, maintenance and utilities		25,294	33,640
IT, communications and office services		29,524	34,357
Contracted out and managed services		96,943	92,847
Professional and consultancy costs		45,885	65,451
Staff related costs		23,029	16,750
Auditors' remuneration		13,100	12,900
Other expenditure		628	402
		234,403	256,347
Non-cash items:			
Loss on disposal of property, plant and equipment		68	-
		234,471	256,347
Depreciation and impairment charges:			
Depreciation	5	3,935	4,017
Amortisation	6	1,128	1,496
Net (gain)/loss on revaluation		(24)	35
		5,039	5,548
Total		1,063,577	1,131,133

* Further analysis of staff costs is located in the Staff Report within the Accountability Report.

4. INCOME

	2022-23 £	2021-22 £
Other non-trading income	22	26
Other operating income	22	26

5. PROPERTY, PLANT AND EQUIPMENT

2022-23	Refurbishment Costs £	Office Equipment, Furniture and Fittings £	Information Technology £	Total £
Cost or valuation				
At 1 April 2022	18,805	38,311	17,176	74,292
Additions	-	1,414	1,285	2,699
Disposals	-	(7,496)	(7,493)	(14,989)
Revaluation released to SOCNE	-	-	47	47
Revaluations	-	455	761	1,216
At 31 March 2023	18,805	32,684	11,776	63,265
Depreciation				
At 1 April 2022	16,835	34,336	12,011	63,182
Charged in year	1,083	515	2,337	3,935
Disposals	-	(7,495)	(7,437)	(14,932)
Revaluation released to SOCNE	-	-	23	23
Revaluations	-	266	392	658
At 31 March 2023	17,918	27,622	7,326	52,866
Carrying amount at 31 March 2023	887	5,062	4,450	10,399
Carrying amount at 31 March 2022	1,970	3,975	5,165	11,110

There is no outstanding finance on the above assets.

5. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

2021-22	Refurbishment Costs £	Office Equipment, Furniture and Fittings £	Information Technology £	Total £
Cost or valuation				
At 1 April 2021	18,805	38,088	17,039	73,932
Additions	-	-	-	-
Revaluation released to SOCNE	-	-	(51)	(51)
Revaluations	-	223	188	411
At 31 March 2022	18,805	38,311	17,176	74,292
Depreciation				
At 1 April 2021	15,653	33,700	9,660	59,013
Charged in year	1,182	507	2,328	4,017
Revaluation released to SOCNE	-	-	(16)	(16)
Revaluations	-	129	39	168
At 31 March 2022	16,835	34,336	12,011	63,182
Carrying amount at 31 March 2022	1,970	3,975	5,165	11,110
Carrying amount at 31 March 2021	3,152	4,388	7,379	14,919

There is no outstanding finance on the above assets.

Property, plant and equipment are valued at current replacement cost by using the Price Index Numbers for Current Cost Accounting published by the Office for National Statistics.

6. INTANGIBLE ASSETS

2022-23	Software licences £	Website £	Total £
Cost or valuation			
At 1 April 2022	4,254	3,671	7,925
Additions	-	-	-
Disposals	(1,594)	-	(1,594)
Revaluations	358	493	851
At 31 March 2023	3,018	4,164	7,182
Amortisation			
At 1 April 2022	3,394	2,880	6,274
Charged in year	676	452	1,128
Disposals	(1,583)	-	(1,583)
Revaluations	334	448	782
At 31 March 2023	2,821	3,780	6,601
Carrying amount at 31 March 2023	197	384	581
Carrying amount at 31 March 2022	860	791	1,651

There is no outstanding finance on the above assets.

6. INTANGIBLE ASSETS (CONTINUED)

2021-22	Software licences	Website	Total
Cost or valuation			
At 1 April 2021	4,029	3,413	7,442
Additions	-	-	-
Revaluations	225	258	483
At 31 March 2022	4,254	3,671	7,925
Amortisation			
At 1 April 2021	2,395	2,017	4,412
Charged in year	835	661	1,496
Revaluations	164	202	366
At 31 March 2022	3,394	2,880	6,274
Carrying amount at 31 March 2022	860	791	1,651
Carrying amount at 31 March 2021	1,634	1,396	3,030

Intangible assets comprise software licenses and the associated implementation costs of purchase. There is no outstanding finance on the above assets.

Intangible assets are valued at current replacement cost by using the Price Index Numbers for Current Cost Accounting published by the Office for National Statistics.

7. FINANCIAL INSTRUMENTS

As the cash requirements of CJI are met through Grant-in-aid provided by the DoJ, Financial instruments play a more limited role in creating and managing risk than would apply to a non-public sector body. The majority of financial instruments relate to contracts to buy non-financial items in line with CJI's expected purchase and usage requirements and CJI is therefore exposed to little credit, liquidity or market risk.

8. CASH AND CASH EQUIVALENTS

	2022-23 £	2021-22 £
Balance at 1 April	(13,053)	(2,168)
Net change in cash and cash equivalent balances	12,755	(10,885)
Balance at 31 March	(298)	(13,053)
The following balances at 31 March were held at:		
NI banking pool	(380)	(13,149)
Cash in hand	82	96
Balance at 31 March	(298)	(13,053)

Balances for Cash and cash equivalents are disclosed in the Statement of Financial Position as follows:

	Note	2022-23 £	2021-22 £
Current assets		82	96
Current liabilities	10	(380)	(13,149)
Total		(298)	(13,053)

9. TRADE RECEIVABLES, FINANCIAL AND OTHER ASSETS

	2022-23 £	2021-22 £
Amounts falling due within one year		
Prepayments	5,727	3,545
Total	5,727	3,545

10. TRADE PAYABLES, FINANCIAL AND OTHER LIABILITIES

	Note	2022-23 £	2021-22 £
Amounts falling due within one year			
Bank overdraft	8	380	13,149
Other payables		70,240	68,312
Accruals		134,240	110,084
Total		204,860	191,545

11. RELATED PARTY TRANSACTIONS

CJI is a Non-Departmental Public Body (NDPB) and is sponsored by the DoJ. The DoJ is considered as CJI's ultimate controlling party. The DoJ is regarded as a related party. During the accounting period CJI has had various material transactions with the DoJ.

In addition, CJI has had various transactions with other Northern Ireland and Great Britain government Departments and with HM Inspectorate of Prisons, HM Inspectorate of Constabulary and Fire & Rescue Services and HM Crown Prosecution Service Inspectorate.

No Senior Management Team (Board) member, key manager or other related party has undertaken any material transactions with CJI during the year ended 31 March 2023.

12. CONTINGENT LIABILITIES DISCLOSED UNDER IAS 37

Public Sector Pensions - Injury to Feelings Claims

The Department of Finance is a named Respondent in a class action affecting employers across the public sector and is managing claims on behalf of the NICS Departments. This is an extremely complex case and may have significant implications for the NICS and wider public sector. However the cases are at a very early stage of proceedings and until there is further clarity on potential scope and impact, a reliable estimate of liability cannot be provided.

There were no other contingent liabilities at 31 March 2023.

13. EVENTS AFTER THE REPORTING PERIOD

Other than as noted below, there were no events after the reporting date that required disclosure.

Date of authorisation for issue

The Accounting Officer authorised these financial statements for issue on 28 June 2023



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