



*Kit Chivers,  
Chief Inspector,  
looks out over  
Belfast from  
CJI's new offices  
in Great Victoria  
Street*



## New inspection agency starts work

**Criminal Justice Inspection Northern Ireland, the new independent inspectorate responsible for inspecting nearly all parts of the criminal justice system, has begun work in advance of the official start-date of 1 October.**

A major review of the inter-agency arrangements for managing dangerous offenders – especially the MASRAM arrangements for sex offenders – is under way. September will see an inspection of Magilligan Prison, with HM Inspectorate of Prisons, and in October there will be an inspection of the Juvenile Justice Centre, conducted for CJI by the Social Services Inspectorate. There will follow inspections of the State Pathology Department and the Forensic Science Agency, while HM Inspectorate of Constabulary will in parallel look at the Police Service's use of forensic evidence.

That will be the pattern for many of the CJI's inspections. It will use its own small team of

Inspectors but will also draw on the expertise of Inspectors from other parts of the UK, and potentially elsewhere.

CJI must not duplicate where there is already an adequate existing programme of inspection. So it will mostly leave the inspection of the police to HM Inspectorate of Constabulary, who have a separate legal remit to inspect the Police Service. But it may undertake additional work where it thinks necessary, and it will cover the police as part of cross-cutting studies of the criminal justice system.

The courts are excluded from the CJI's remit at present, but that may change at some stage, following devolution. In the meantime the CJI maintains close contact with HM Inspectorate of Court Administration, and the NI Court Service has confirmed that it is willing to take part voluntarily in relevant cross-cutting studies.

CJI will aim to do some work in each of the main areas of the CJS (policing, prosecution, prisons, probation and youth justice) each year, with other agencies on a longer inspection cycle.

## Deputy Chief Inspector appointed



*Brendan McGuigan*

Northern Ireland's first Deputy Chief Inspector of Criminal Justice is a former senior police officer. Brendan McGuigan retired from the Police Service of Northern Ireland to take up the position of Deputy Chief Inspector. A firm advocate of Patten, Brendan sees his work with CJI as a great opportunity to further his commitment to improving the criminal justice system, and in building the confidence of both the public and the criminal justice agencies in the new inspection agency and its methods. Brendan brings over 30 years of practical experience of working within the criminal justice field in Northern Ireland to his new role.

Brendan told us, "The public need to know that their justice system is fair, effective and efficient and that agencies are working cooperatively with each other and the communities they serve. We are determined the Criminal Justice Inspection will make positive contributions by working through

the inspection process to deliver continuous improvement within the system."

Brendan's new role within CJI is as Chief Executive, and he will be in charge of inspections on a day to day basis.

## Head of Research and Communication

Marie Smyth, previously CEO with the Institute for Conflict Research, Senior Fellow in the US Institute of Peace in Washington DC and on the academic staff of the University of Ulster, joined the CJINI team as Head of Research and Communication. Marie's work in projects such as the Cost of the Troubles Study, which examined the impact of the Troubles on the population, and her evaluation of community restorative justice schemes motivated her to be part of a new initiative in criminal justice. According to Marie: "Criminal justice is a key area to be resolved if we are to achieve lasting peace and political progress. I want to make a positive contribution towards achieving progress in the criminal justice system, linking it strongly with local communities and listening to what they want from such a system."

Marie's role is to ensure that the effective networks of communication with all parts of the community are established so that agenda of CJINI is set to a great extent by the community.



*Marie Smyth*



## Setting up the new inspectorate

CJI is headed by a Chief Inspector, Kit Chivers, who used to be the Chief Inspector of the Courts in England and Wales. Also already in post are the Deputy Chief Inspector, Brendan McGuigan, formerly District Commander of the PSNI in Lisburn, the Head of Research and Communications, Marie Smyth, well known for her work on *The Cost of the Troubles*, and the Business Manager, Dan Mulholland, on loan from the Northern Ireland Office. Of these, Dan is the only civil servant: the others are employees of CJI, which is an independent statutory body which does not have Crown status.

Two Inspectors and an Assistant Inspector have so far been recruited and will join CJI in September, and Tom McGonigle has joined on secondment

from the Social Services Inspectorate. More will follow presently. CJI also has a small support staff.

A convenient city centre base for the CJI has been found in the Anglo-Irish Bank building, opposite the Grand Opera House. The address is:

14 Great Victoria Street,  
Belfast  
BT2 7BA

Tel: 028 9025 8000  
Fax 028 90 25 8033



*The initial setting-up staff of CJI*

## CJI's method of working

The aim of all CJI's activities is improvement. Its inspections will examine the strengths and weaknesses of organizations with a view to identifying the scope for improvement. It may make recommendations designed to help an organization to improve in any aspect of its performance.

CJI will take that in two stages:

- 1. Collecting data in advance, and forming provisional judgments as to the strengths and weaknesses of the organization.*
- 2. Testing those judgements in the inspection, finalizing them and turning them, where appropriate, into recommendations.*

CJI does not believe that the most productive way to promote improvement is by 'naming and shaming' agencies. There will be occasions when the work of an agency is of such a poor standard and when it shows neither the will nor the capacity to improve, when the Inspectorate will have no option but to state publicly that the position is unacceptable. But most of the time the CJI will work in partnership with the agencies, on the basis that the agency managements share the common aim of improvement.

Inspections will be based on a so-called 'common core' of standards, composed of:

- Openness and accountability*
- Partnership with other agencies in the criminal justice system*
- Promotion of equality and human rights*
- Being a learning organization, responsive to customers and the community*
- Delivering results in relation to the Government's objectives*

Each inspection starts by seeking the views of the agency's partners in the criminal justice system and the community on the agency's performance. This is followed by inviting the agency itself to self-assess against the common core framework, identifying as

honestly as possible its own strengths and weaknesses – not to be used against it, but as a token of its commitment to inspection as an aid to improvement.

Undertaking honest, critical self-assessment is not easy for public organizations, which are used to being defensive about their practices and their performance. When the CJI put the proposal for self-assessment to the criminal justice agencies in March they asked for help in preparing themselves for it, so CJI arranged a training day in Belfast in June for 24 senior agency staff. The training material produced for the event by Dr Marilyn Dyason, an acknowledged expert in the field, can be obtained free of charge from CJI ([info@cjini.gov.uk](mailto:info@cjini.gov.uk)).



*Dr Marilyn Dyason*  
([marilyn.dyason@beds.mcs.gsi.gov.uk](mailto:marilyn.dyason@beds.mcs.gsi.gov.uk))



## Visiting inspectors will learn about NI context

Local experts and senior figures in the field of criminal justice and human rights will be asked to contribute to the induction training provided for the new team of inspectors operating in Northern Ireland under the authority of CJINI. Whilst CJINI will build its own team of inspectors, to begin with CJINI inspections will rely on the services of inspectors from other parts of the United Kingdom. Recognising the danger of deploying inspectors from outside Northern Ireland without proper preparation, CJINI plans a two day course for these inspectors in which they will be provided with information on the unique features of the criminal justice system in Northern Ireland, equality and human rights legislation, and other legal provisions that differ from those operating elsewhere in the UK. Inspectors will also have the opportunity to interact with senior people in criminal justice over the two day period. They will be taken on an educational tour of Belfast, and will also learn about the impact of the Troubles on people's lives and on the criminal justice system. There has been tremendous interest expressed in the proposed course.

## Chief Inspector gets out and about

Since his appointment, Kit Chivers has been busy, recruiting staff, finding an office and meeting the key players in criminal justice in Northern Ireland. First visits outside Belfast were to Derry/Londonderry, Omagh and Enniskillen. Kit plans to meet all 26 of the District Policing Partnerships and the Community Safety Partnerships in due course.



*Kit Chivers meets Brian Dougherty, local community worker in The Fountain during his visit to Derry Londonderry*



## Who does CJI inspect?

Police Service of Northern Ireland  
Forensic Science NI  
State Pathology Department  
Public Prosecution Service for NI  
Probation Board for NI  
NI Prison Service  
Youth Justice Agency  
Health and Social Services Boards and Trusts\*  
Compensation Agency  
NI Child Support Agency\*  
Department of Enterprise, Trade and Investment\*  
Department of the Environment\*  
Health and Safety Executive\*  
NI Tourist Board\*  
Police Ombudsman for NI  
NI Social Security Agency\*  
Royal Mail Group\*  
Belfast Harbour and Airport Police  
\*Criminal justice aspects only

Justice's Judith Thompson. "Skills for Justice" has been licensed by the Government to work across the UK, developing occupational standards for policing, courts, prosecution, community justice and custodial care. Skills for Justice will be working with employers across justice sector organisations, identifying models for best practice, and looking at how these can inform HR systems and skills development.

Judith was impressed by the agencies' response. "There are a number of ways in which Skills for Justice can help organisations to prepare for self-assessment. We would be happy to hear from any organisations who wish to use occupational standards to develop human resource management systems and benchmark best practice in preparation for self assessment. The training provided by CJI gives a framework within which self-assessment will take place, and that is very helpful. However, we are conscious that the process may be daunting for some agencies embarking on it for the first time. Therefore we will be pleased to assist where we can." Judith can be contacted at [judith.thompson@skillsforjustice.com](mailto:judith.thompson@skillsforjustice.com) or at

Whitefield House  
2 The Hawthorns  
Belfast  
BT10 0NR

## Skills for Justice keen to offer training in self assessment

One person taking a keen interest in the CJI's training day on self assessment was Skills for



*Judith Thompson (right), with (left) Graham Kelly (Deputy Chair), Joe Stewart (Chair) and Liz McCrystal (Development Officer) of Skills for Justice Northern Ireland*

If you would like to keep in touch with CJI, please complete and return the attached form.

## Do you want us to keep you informed?

The Inspectorate intends to publish an annual report, and periodic inspection reports on the various inspections it carries out. It will also send out other information electronically, by email. If you are interested in receiving any or all of this information, please complete this form and send it to Marie Smyth at the address, fax or email below.

1. Name .....

Do you wish to receive information as part of your work role or as a member of an organisation? ☐ YES ☐ NO

If Yes please complete Questions 2-9.

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

2. Position / Job title .....

3. Organisational name .....

4. Organisational address .....

.....

Postcode .....

5. Telephone number .....

6. Fax .....

7. Email .....

8. Do you work for, or are you associated with, an organisation that the Criminal Justice Inspectorate inspects?  
(see the list below) ☐ YES ☐ NO (If no, go to Question 14)

If yes, which agency are you associated with? .....

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

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

10. Home address .....

Postcode: .....

11. Home telephone number .....

12. Home Fax .....

13. Email .....

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

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

- ☐ Police Service of NI
- ☐ NI Prison Service
- ☐ Youth Justice Agency
- ☐ Probation Board for NI
- ☐ Public Prosecution Service
- ☐ Forensic Science NI
- ☐ State Pathologist's Department
- ☐ Health and Social Services Trusts  
(Custody Care Orders)
- ☐ Compensation Agency
- ☐ NI Child Support Agency\*
- ☐ Department of Enterprise Trade  
and Investment\*
- ☐ Department of the Environment\*

- ☐ Health and Safety Executive\*
- ☐ NI Tourist Board\*
- ☐ Police Ombudsman for NI
- ☐ NI Social Security Agency\*
- ☐ Royal Mail Group\*
- ☐ Belfast International Airport (Airport Police)
- ☐ Port of Larne (Harbour Police)
- ☐ Belfast Harbour Commissioners  
(Harbour and Airport Police)
- CJINI publications and reports
- ☐ General interest in all areas
- ☐ E-Newsletter/E-bulletin
- ☐ Annual Report

\*criminal justice aspects only

Thank you for completing this form. We will use the information you have given us to add your name to elists and mailing lists that we are compiling. Our current temporary website is at [www.cjini.gov.uk](http://www.cjini.gov.uk)

**Marie Smyth**

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