

Presentation to HM Crown Prosecution Service Inspectorate

Dr Michael Maguire

***Chief Inspector of Criminal Justice in
Northern Ireland***

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Criminal Justice Inspection
Northern Ireland
a better justice system for all



Introduction

- Introduction to Dr Michael Maguire
- What is the world of the management consultant ?
- What is the world of public service?
- What have each area to say about each other?



Personal CV

- Began life as an academic
- Eight years as a management consultant in Price Waterhouse
- 10 years as a Partner in PA Consulting Group (side tracked as chairman of the Institute of Directors)
- Six months as Chief Inspector of Criminal Justice in Northern Ireland



What is the world of the management consultant?

- Gimmicky
- Insightful
- Process driven
- Expensive
- Different
- No responsibility for implementation
- Provides the “right answers”



What is the world of the management consultant? My reality

- No commercial success without operational quality
- Seeking to make improvements – outcomes as a consequence of work;
- Paid for depth of experience and capacity to make things happen – independent view
- Performance managed – knew what success looked like



Breadth and depth of experience

- Ministers and Special Advisors
- Permanent Secretary/CEO
- Departmental/Agency Boards
- Service delivery
- Staff and Unions

Health, Education, Criminal Justice, Economic Development, Equality, Arts and Leisure, Tourism, Agriculture and Rural Development



How did consultancy drive performance improvement?

- Value often related to cost
- Depth of expertise (national & international)
- Directly relevant to management agenda
- Consulting process encouraged 'buy-in' – not 'evaluate and evacuate'
- Performance and project driven
- 'Brand' impact



Public service

“What does public service mean? Does it mean those in the public sector work harder than in the private sector – no. Does it mean they get paid less than in the private sector – no. Does it mean they care more about the customer than in the private sector – no. The idea of public service is a myth. It’s like a middle aged man who believes a beautiful 25 year-old woman is in love with him. It’s a nice idea, but if you act on it, bad things will happen.”



The reality of course is different - What is the world of the inspectorate?

- Robust inspection process – evidence based
- Not naming and shaming organisations
- Integrity and Balance
- Public sector ethos and culture
- Transparency and accountability
- Follow-up for implementation



Some obvious differences...

- Not being paid for work – greater independence based on absence of transaction?
- Culture and behaviours – performance and accountability
- Goldfish bowl of accountability – media interest intense in report publication
- Political accountability
- Capacity for follow-up
- Statutory basis



Obvious similarities...

- Creation of a quality 'product' – designed to improve performance
- Management of multi-disciplinary teams to get the job done
- Assignment process focused on 'bringing organisations along'
- Independence and objectivity – 'professional' opinion on performance



What can inspection learn from consultancy?

- What are we trying to achieve? Clarity of outcomes – can we really deliver on a management agenda? (public assurance?)
- Who can answer the questions? Using the right mix of staff - widen skills base we can draw on?
- What process best serves to provide answers? Robust methodology – refresh skills/expertise ?
- How can we get organisational buy-in? Maximising participation and no surprises – how close can we get?

