

# Business Plan

2008 - 2009

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



# Business Plan

## 2008-09



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# Introduction

**This Business Plan covers the last year of CJI's corporate planning period and will run to March 2009. The three-year Corporate Plan published in April 2006, was subject to extensive consultation before it was approved by both the Secretary of State for Northern Ireland and the Attorney General.**

This plan follows the outline of the Corporate Plan, but also reflects the learning from completed inspections by the Inspectorate and helpful consultation with interested parties at the Stakeholder Conference in January 2008.

The title of the Stakeholder Conference was *D-Day for Devolution: Preparing for the devolution of policing and criminal justice in Northern Ireland* and the inspection programme has been developed to support and encourage the criminal justice system to meet the challenges that we expect devolution to bring.

It has also been adjusted to take into account the issues stakeholders raised at the conference, which included their desire to see the Inspectorate focus on issues of public service and quality of service to the customer.

The Inspectorate intends to respond to their comments and requests by ensuring the inspection programme takes due account of the issues

related to devolution; that individual agency inspections are undertaken on the basis of assessed risk; and that where possible preference is given to thematic inspections ahead of single-agency inspections.

CJI will also strive in the incoming year to seek ways of ensuring greater compliance with recommendations made in its reports. At the same time it will aim to retain flexibility in its planning so that it can deal with unforeseen emerging issues.

The plan reflects the Government's aims for the criminal justice system and demonstrates how CJI will contribute to those through the inspection programme. It explains how CJI will be resourced and how it will manage its budget. It concludes with a set of selected targets reflecting key objectives for the year ahead and the risk management plan to ensure delivery.

The remit of CJI has been extended to include the

Northern Ireland Court Service, the Legal Services Commission and the Life Sentence Review Commission. During 2007-08 the Secretary of State has under s.47(4) of the Justice Act 2002 required CJI to carry out inspections of community restorative justice schemes, and further work on those schemes will be required in the coming year.

Performance against the objectives and targets outlined in this Business Plan will be accounted for in the Annual Report.

# Government Aims for the Criminal Justice System in Northern Ireland

CJI will endeavor to support the Government's aims for the criminal justice system in Northern Ireland, which are set out below.

## **Aim One**

**To provide an independent, fair and effective criminal justice system for the community.**

*In implementing the Criminal Justice Review, we are engaged in a process of transformational change, which will modernise the system and improve the delivery of services to the public. We will provide a criminal justice system which reflects the changing needs of a modern society.*

## **Aim Two**

**To work together to help reduce crime and the fear of crime.**

*The criminal justice agencies are focused both on tackling crime and associated anti-social behaviour, and on enhancing community safety and crime prevention. The agencies will respond to criminal behaviour, from whatever source it comes, appropriately and in accordance with the law. We serve the community by providing effective services in which the whole community can have confidence.*

## **Aim Three**

**To make the criminal justice system as open, inclusive and accessible as possible, and promote confidence in the administration of justice.**

*The Criminal Justice Review emphasised the importance of accessibility and openness in a modern criminal justice system. We are dedicated to improving the community's access to information, and the quality of information available.*

## **Aim Four**

**To improve service delivery by enhancing levels of effectiveness, efficiency and co-operation within the criminal justice system.**

*It is vital for the delivery of effective and efficient services to the community that the criminal justice organisations work in close partnership with each other and also with other statutory agencies, the voluntary sector and the local community. While it is clear that each organisation is independent, all must be united in the common purpose of providing an effective criminal justice system. This requires close communication and cooperation at every level.*

# Aims and Objectives of CJI

## Strategic aim

The strategic aim of CJI is to promote the effectiveness, efficiency and even-handedness of the criminal justice system in Northern Ireland. It will do that primarily through the inspection of all aspects of the criminal justice system in Northern Ireland including the courts.

## Continuing aims of CJI

CJI will promote the effectiveness, efficiency and even-handedness of the criminal justice system in Northern Ireland by:

- inspecting all the organisations within its remit<sup>1</sup> on a regular basis in a manner proportionate to their significance in the criminal justice system;
- undertaking some inspection work in each of the six main agencies of the criminal justice system each year;
- undertaking a wide range of cross-cutting thematic reviews of subjects of importance to the criminal justice system; and
- communicating regularly and effectively with all its stakeholders (as described under *Communication*).

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<sup>1</sup> Except those which CJI proposed should be excluded from the remit. In 2006, CJI reviewed the range of regulatory agencies which were included in its original remit and recommended the exclusion of the agencies which came within the field of the Department of Enterprise, Trade and Investment (DETI), namely the Health and Safety Executive for Northern Ireland, the Companies Register, the Insolvency Service, the Trading Standards Service and the Northern Ireland Tourist Board. CJI proposed at that time to undertake no future work in these organisations for the time being.

## Objectives for 2008-09

The specific objectives and targets for 2008-09 are as follows, to be completed unless otherwise stated by the end of the financial year:

Inspection and Action Plan Objectives	Inspection and Action Plan Targets
To prepare and complete a range of single-agency and thematic inspections which are of relevance to both the criminal justice system and the public it serves.	<ul style="list-style-type: none"> <li>To carry out within the year a rolling programme of inspections, recognising that not all will have been reported by the end of the year.</li> </ul>
Conduct all inspections and thematic reviews listed to an acceptable <sup>2</sup> standard, to time and to budget.	<ul style="list-style-type: none"> <li>No complaints against Inspectors upheld within the course of the year.</li> <li>90% of inspections and thematic reviews to be completed within time and budget.<sup>3</sup></li> <li>75% of inspections and thematic reviews started in 2008-09 to be reported by 31 March 2009.</li> </ul>
Carry out a programme of Action Plan/Inspection Follow-Up Reviews following publication of the inspection report unless otherwise agreed.	<ul style="list-style-type: none"> <li>Conduct all Action Plan/Inspection Follow-Up Reviews listed within two years after publication of the inspection report unless otherwise agreed.</li> </ul>
To secure Action Plans in relation to single agency inspection reports (but not thematic).	<ul style="list-style-type: none"> <li>75% of single-agency inspection reports (but not thematic<sup>4</sup>) to be published with agreed Action Plans.</li> </ul>
Communications Objectives	Communications Targets
To use CJI's communications activity to fulfill the aims outlined in its Corporate Plan for 2009 onwards.	<ul style="list-style-type: none"> <li>Develop and secure the approval of senior management for a communications strategy supporting CJI's corporate objectives.</li> <li>Implement the strategy in tandem with the Corporate Plan.</li> </ul>
Maintain and improve CJI's profile.	<ul style="list-style-type: none"> <li>Accept all suitable invitations to speak at seminars/ conferences and to community groups.</li> <li>Develop a range of promotional materials to enhance CJI profile.</li> <li>Maintain average number of user sessions of CJI website at an average of 4,000 per month over a rolling 12 month period.</li> </ul>

<sup>2</sup> 'Acceptable' means acceptable to the Secretary of State or the Attorney General and approved for publication

<sup>3</sup> Additional time taken by agencies to comment on draft reports and to submit Action Plans will be excluded from the measure, which may not therefore correspond with elapsed time.

<sup>4</sup> Because of the number of agencies which may be involved in a cross-cutting thematic review, it may not be possible to include an agreed Action Plan without significantly delaying publication.

Develop political awareness of the work of CJI.	<ul style="list-style-type: none"> <li>• Increase contact with politicians.</li> </ul>
Maintain baseline of data on media references to CJI.	<ul style="list-style-type: none"> <li>• Maintain electronic database of newspaper clippings and visual and audio material relating to CJI.</li> <li>• Create database of references to CJI made at NI Assembly.</li> </ul>
Improve CJI's corporate identity and organisational brand.	<ul style="list-style-type: none"> <li>• Introduce a new design for CJI's website.</li> <li>• Introduce an intranet for internal use by CJI staff.</li> </ul>
Keep CJI stakeholders abreast of inspection activity.	<ul style="list-style-type: none"> <li>• Publish four editions of CJI's newsletter <i>The Spec</i>.</li> <li>• Publish material in local newspapers to encourage input by members of the community into Inspectorate's Corporate Plan/Inspection Programme.</li> <li>• Update CJI website with information from seminar sessions at CJI conference.</li> </ul>
Run a successful annual Stakeholder Conference in January 2009.	<ul style="list-style-type: none"> <li>• Maintain attendance levels by stakeholders at annual conference.</li> <li>• Increase political attendance at CJI conference.</li> </ul>
<b>Planning and Management Objectives</b>	<b>Planning and Management Targets</b>
Encourage staff development on an organisational and individual basis.	<ul style="list-style-type: none"> <li>• All staff to undertake at least five days relevant training in the course of the year.</li> </ul>
Publish the Annual Report and Accounts as soon as possible after the end of the financial year.	<ul style="list-style-type: none"> <li>• Publish the Annual Report and Accounts for 2007-08 before the 31 October 2008.</li> </ul>
Maintain a clean audit certificate from the Comptroller and Auditor General.	<ul style="list-style-type: none"> <li>• To obtain a clean audit certificate from the Comptroller and Auditor General for the financial year 2007-08.</li> </ul>



# Inspection Programme 2008-09

The chart below shows the provisional phasing of the proposed work programme for 2008-09. It is always subject to modification in the course of the year, as new requirements arise and projects have to be re-assessed and re-prioritised. The programme reflects consultation at the CJI Stakeholder Conference in January 2008.

## Inspection Programme 2008-09

Inspection	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Serious & Organised Crime											X	X
Unannounced Prison inspection												
Woodlands JJC Unannounced												
Prison Officer Training & Development	X	X	X									
PBNI Approved Premises Unannounced												
Causeway												X
Sexual Violence									X	X	X	X
Disclosure												X
Forensic Science NI						X	X	X				
Community Restorative Justice		X						X				
Management of Jurors										X	X	
Belfast International Airport Police						X	X					
Mental Health			X	X	X	X						
PBNI Community Service Orders							X	X				
Police Training												X
Police Custody		X	X	X	X							
Avoidable Delay										X	X	X

# Action Plan/Inspection Follow-Up Reviews

In accordance with its inspection methodology, CJI will be conducting the following Action Plan/Inspection Follow-Up Reviews in 2008-09

- Procurement
- Hate Crime
- Resettlement
- Complaints
- Coronial Service

Reports of Action Plan/Inspection Follow-Up Reviews are not printed and presented to Parliament but published electronically on the CJI website [www.cjini.org](http://www.cjini.org). They are also recorded in the Annual Report

# Risk Management within CJI

Corporate governance has been firmly established within CJI. It includes the system by which the Inspectorate directs and controls its functions and how it relates to its stakeholders. In essence, this influences the way in which CJI manages its business, determines strategy, and develops plans and objectives that are designed to improve performance and public confidence in the CJS.

Risk management is a key element of the CJI corporate governance framework which helps to ensure objectives are more likely to be achieved in a controlled manner. CJI has in place a risk management policy and risk register which is reviewed on a quarterly basis.

The current risk analysis has examined a wide range of possible threats/risks to the Inspectorate. These include:

- Risks to staff;
- Political and reputational risks;
- Risks to infrastructure (including IT); and
- Risk of financial loss or impropriety.

These risks have been assessed in terms of the likelihood of occurrence and the possible impact on operations and plans. Control mechanisms have been developed to manage the risks and minimise possible disruption to the Inspectorate's operations.

The **main risks** in practice (shown in more detail in Table One) are seen as:

- **Personnel risk**            The danger of losing key staff, with the associated loss of expertise.
- **Reputational risk**        The danger that CJI might be seen as partisan in its approach.
- **Relations with the agencies**    The danger that agencies may fail to offer reasonable co-operation and that CJI may get in to protracted debates about draft reports which delay their publication.
- **Relations with the community**    The danger that voluntary and community based organisations may be unwilling to engage, impeding CJI's programme of outreach.

In each case – including other less likely but also potentially damaging risks – CJI have developed plans with the participation of all staff to reduce or negate the impact.

**Table One Category and Nature of Risks with potential to impact on CJI operations**

Category of Risk	Nature of Risk
<b>1. CJI Infrastructure</b>	<ul style="list-style-type: none"> <li>• Loss of building/associated facilities for a sustained period.</li> <li>• Failure to comply with Health and Safety requirements.</li> <li>• Breaches of accommodation and/or systems security.</li> <li>• CJI IT System collapses or network is unavailable.</li> <li>• Litigation risks.</li> <li>• Changes in legislation/devolution in the future.</li> <li>• Ineffective information/communication management.</li> </ul>
<b>2. Resources</b> <b>(a) Human</b>  <b>(b) Financial</b>	<ul style="list-style-type: none"> <li>• Lack of succession planning and the danger of losing key staff with the associated loss of skills and CJS experience.</li> <li>• Lack of development and career opportunities within CJI.</li> <li>• Difficulty in recruiting suitably experienced and skilled staff.</li> <li>• Poor level of staff morale.</li> <li>• Staff absence/loss of key staff (Inspection &amp; Business Support).</li> <li>• Insufficient budget to deliver needed inspection service.</li> <li>• Ineffective financial management and housekeeping.</li> </ul>
<b>3. Negative Impact on Reputation of CJI</b> <ul style="list-style-type: none"> <li>• Breach of confidence</li> <li>• Political perception</li> <li>• Probity/integrity</li> <li>• Professionalism</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient support and buy-in from agencies.</li> <li>• Loss of goodwill with members of the Criminal Justice Board (CJB).</li> <li>• Lack of political understanding and support of the Inspectorate’s aims and objectives.</li> <li>• Lack of public confidence in CJI work and remit.</li> <li>• CJI might be seen as partisan in its approach.</li> <li>• Inspectorate’s reports and recommendations not viewed as adding value to improve performance within the CJS.</li> </ul>
<b>4. Working Relationships with Criminal Justice Agencies (CJAs) and the Voluntary and Community Sector (VCS).</b>	<ul style="list-style-type: none"> <li>• CJAs become uncooperative and do not effectively engage within the inspection process.</li> <li>• Report clearance becomes protracted and causes delay.</li> <li>• Lack of awareness of aims/objectives/vision of CJI.</li> <li>• Voluntary and community-based organisations may be unwilling to engage with the Inspectorate, impeding CJI’s programme of outreach.</li> <li>• CJI viewed as bureaucratic/remote and not independent of Government.</li> </ul>
<b>5. Inspection Process</b>	<ul style="list-style-type: none"> <li>• Lack of professional approach could result in poor quality of inspection and report.</li> <li>• Poor project management of inspections could reduce impact and appropriateness of recommendations.</li> <li>• CJI receives adverse comment and publicity with potential loss of credibility.</li> </ul>

# Resources – Finance, staffing and use of other Inspectorates

## Finance

The proposed budget for CJI for 2008-09 is £1.463m. The breakdown is as follows:

<b>Salaries</b>	£900,000
<b>Other staff costs</b>	£100,000
<b>External staff costs</b>	£203,000
<b>Accommodation, furnishing and equipment costs</b>	£260,000
<b>Total</b>	<b>£1.463m</b>

## Staffing

There are currently 17 members of staff within CJI, categorised as follows:

- 1 Chief Inspector
- 1 Deputy Chief Inspector
- 6 Inspectors
- 1 Assistant Inspector
- 2 Inspection Support Officers
- 1 Communications Officer
- 1 Business Manager<sup>5</sup>
- 1 IT Systems Administrator
- 1 Business Support Officer
- 1 Personal Secretary
- 1 Administration Support Officer

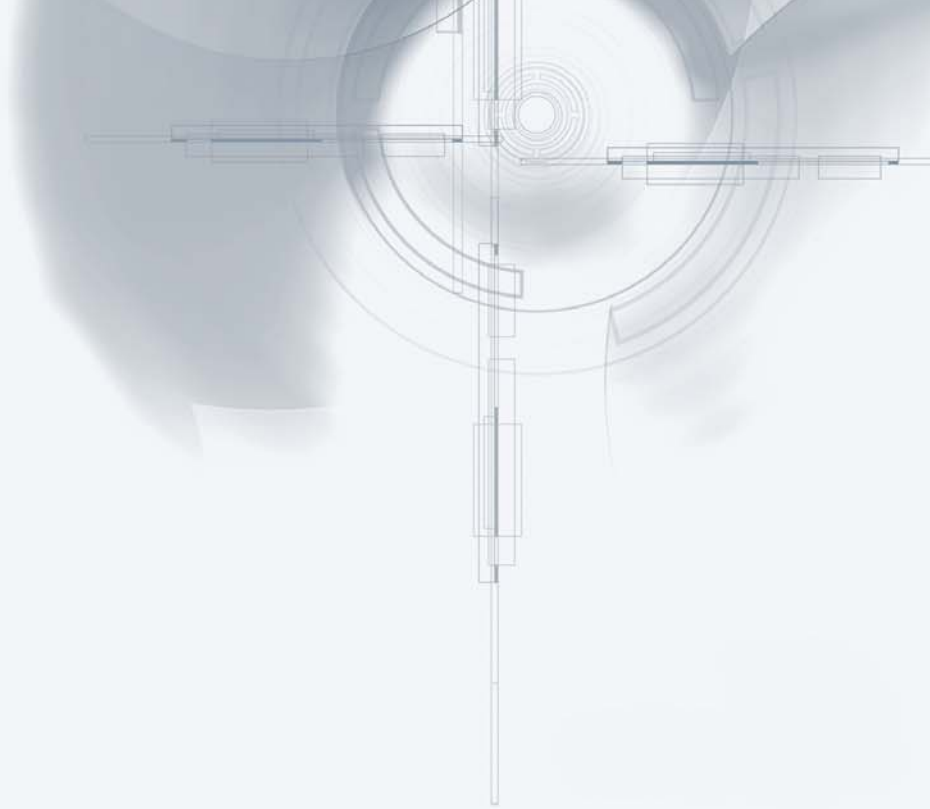
Most of the staff of CJI including the Chief Inspector and Deputy Chief Inspector were recruited externally through open competition. They are staff of the Chief Inspector and are not civil servants. Only one civil servant remains within Business Support. Externally recruited staff are employed on terms and conditions based on those of the Northern Ireland Civil Service with some small modifications.

The men and women who work for the Inspectorate are CJI's most valuable asset. To this end, the Chief Inspector and Deputy Chief Inspector are committed to providing a harmonious working environment, where individual needs are an organisational priority and where personal self-development is encouraged. All staff have a part to play in helping set the standards and future direction of the Inspectorate and to this end, General Meetings are held on a regular basis.

<sup>5</sup> During the 2006-07 financial year the post of Business Manager and Office Manager were amalgamated.

## Engagement with other Inspectorates

CJI will be working with H.M. Inspectorate of Prisons on the unannounced inspection of a prison. This inspection will also involve the Education and Training Inspectorate (ETI) and the Regulation and Quality Improvement Authority (RQIA). The RQIA will also be involved on the thematic study of how the CJS manages offenders with mental health problems. H.M. Inspector of Constabulary will be assisting CJI on the inspections of Police Custody and Police Training. H.M. Crown Prosecution Inspectorate will assist CJI on the thematic inspection of Disclosure and HM Inspector of Court Administration will assist in the inspection of Juror Service and the Action Plan Review of Coronial Services. The relationship with the Chief Inspector of An Garda Síochána will be maintained and areas of mutual interest will be explored. CJI will refund the costs of visiting inspectors where that is possible and have made a budget provision for that purpose in 2008-09.



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