

Business Plan

2007 - 2008

Criminal Justice Inspection
Northern Ireland
a better justice system for all



Business Plan

2007 - 08



Business Plan 2007 - 08

Contents

1. Introduction	2
2. Government Aims for the Criminal Justice System	3
3. Aims and Objectives of CJI	4
4. Inspection Programme 2007-08	6
5. Follow-up Action Plan Reviews	7
6. Risk Management within CJI	8
7. Resources – Finance, staffing and use of other Inspectorates	9
Annex 1	
Programme of work as envisaged in CJI's Corporate Plan	10
Annex 2	
Risks with potential to impact on CJI operations	11

1. Introduction

This business plan covers the middle year of Criminal Justice Inspection's (CJI's) corporate planning period in respect of the period April 2007 to March 2008. The Corporate Plan 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, on-going work and helpful consultation with interested parties at the Stakeholder Conference in January 2007.

The theme of the 2007 Stakeholder Conference was "Justice in a changing community" and the inspection programme has been developed to support and encourage the criminal justice system to meet the challenges for the years ahead.

The plan acknowledges the Governments proposed inclusion of the Court Service, Legal Services Commission, and Life Sentence Review Commissioners to the Inspectorate's remit, although in practice CJI has enjoyed full co-operation from the Northern Ireland Court Service (NICtS) and the other bodies in its thematic work on a voluntary basis from its inception. It also includes the Governments aims for the

criminal justice system and 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.

CJI conducts inspections of named agencies under section 46 of the Justice (NI) Act 2002. It also conducts thematic reviews under section 47(4) and may provide advice to Ministers under section 47(7). Although the majority of the reviews form part of the Business Plan they can also be commissioned by Ministers in the course of the year, as can requests for advice. Examples of these in 2006-07 were the Management of Sex Offenders in the light of the murder of Mrs Attracta Harron and advice to Ministers concerning the Juvenile Justice Centre. CJI is mindful of the need to retain flexibility to respond to such requests.

The Justice and Security Bill now before Parliament provides that the remit of CJI should be extended to include the Northern Ireland Court Service, the Legal Services Commission and the Life Sentence Review Commission.

2. 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 cooperation 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.

3. 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.

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 on a regular basis in a manner proportionate to their significance in the criminal justice system.
- undertaking some inspection work in each of the main six 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.

- communicating regularly and effectively with all its stakeholders (as described under *Communication* below).

Objectives for 2007-08

The specific objectives and targets for 2007-08 are as follows, to be completed unless otherwise stated by the end of the financial year:

Inspections and Action Plans

- Conduct all the inspections and thematic reviews listed to an acceptable¹ standard, to time and to budget.
- Conduct all the Action Plan reviews listed within three months of the date one year after publication of the inspection report, unless otherwise agreed.

Communications

- Develop and implement a new strategy for listening to the community.
- Accept all suitable invitations to speak at seminars and conferences and to community groups.

- Develop the baseline of data on media references to CJI.
- Publish four editions of the newsletter *The Spec*.
- Run a successful annual Stakeholder Conference in January 2008.

Management

- All staff to undertake at least five days' relevant training in the course of the year.
- Publish the Annual Report for 2006-07 by 31 October 2007 and the complete Annual Report and Accounts as soon as possible thereafter.
- Obtain a clean audit certificate from the Comptroller and Auditor General.

Targets

- 90 per cent of inspections and thematic reviews to be completed within time and budget².

¹ 'Acceptable' means acceptable to the Secretary of State or the Attorney General and approved for publication.

² Additional time taken by agencies to comment on draft reports and to submit Action Plans will be excluded from the measure, which may therefore not correspond with elapsed time.

- 90 per cent of single-agency inspection reports (but not thematic³) to be published with agreed Action Plans.
- 75 per cent of inspections and thematic reviews started in 2007-08 to be reported by 31 March 2008.
- No complaints against Inspectors upheld in the course of the year.
- Maintain public awareness of CJI at current level (25%).
- Sessions on the CJI website to reach 2,500 a month (on a three-month rolling average) by March 2008⁴.
- Develop web links with the main criminal justice agencies

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

³ 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.

⁴ The latest available figure as a base for this target is a monthly average of 2372 sessions.

4. Inspection Programme 2007-08

The chart below shows the provisional phasing of the proposed work programme for 2007-08. 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 2007. Appendix 1 contains the programme of work envisaged in CJI's Corporate Plan 2006-09.

Inspection Programme 2007-08

Inspection	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Roads Policing				X	X	X	X					
Policing with the the Community									X	X	X	X
YOC & Ash House							X	X				
Rathgael JJC					X						X	
Corp Gov in YJA						X	X					
Offender Hostels						X						
Causeway	X											
Royal Mail								X				
Disclosure										X	X	X
Impact of S.75			X	X	X	X	X					
Enforcement									X	X	X	X
ASBOs								X	X			
Consultants							X	X	X			
Mental Health	X	X										
MASRAM & Hamilton SCR		X	X									

5. Follow-up Action Plan Reviews

In accordance with its inspection methodology, CJI will be conducting the following Action Plan reviews in 2007-08:

- Victims and Witnesses
- Benefit Investigation Services
- Office of Police Ombudsman
- Avoidable Delay
- Volume Crime and Police Bail
- PBNI Corporate Governance
- State Pathologists Department
- Procurement
- Community Safety Partnerships

6. 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 a risk register which is periodically reviewed. During this corporate planning period CJI will further develop the process of embedding risk management within the Inspectorate's operations.

The current risk analysis has examined a wide range of possible threats/risks to the inspectorate and assessed these in terms of the likelihood of occurrence and the possible impact on operations. Following a recent review involving all staff CJI management have updated the risk analysis and scored the likelihood and impact of the risks. Plans and control mechanisms have been developed to manage the risks to minimise possible disruption to the Inspectorate's operations.

Appendix 2 outlines the category and nature of risks with potential to impact on CJI operations.

7. Resources – Finance, staffing and use of other Inspectorates

Finance

The proposed budget for 2007-08 is £1.5m, the breakdown is as follows:

Salaries	£900K
Other administration costs	£100K
External staff costs	£200K
Accommodation, furnishing and equipment costs	£300K
Total	£1.5m

Staffing

There are currently 14 units of staff within CJI, categorised as follows:

- (1) Chief Inspector
- (1) Deputy Chief Inspector
- (5) Inspectors
- (1) Assistant Inspector
- (1) Inspection Support Officer
- (1) Communications Officer
- (1) Office Manager
- (1) IT Support Officer
- (1) Business Support Officer
- (1) Personal Assistant

The majority of CJI staff 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 two seconded civil servants now remain within Business Support and it is anticipated that they will be replaced by directly recruited staff in due course. Externally recruited staff are employed on terms and conditions based on those of the Northern Ireland Civil Service with some small modifications. Although CJI plans to recruit another Inspector the overall numbers of staff will not change. The business manager post is currently vacant, however CJI propose to merge the roles of the Business Manager and the Office Manager in the near future.

Use of other Inspectorates

CJI will be working with H.M. Inspectorate of Prisons on the inspection of the Women's Prison & Young Offenders Centre at Hydebank Wood. This inspection will also involve the Education and Training Inspectorate and the Regulation and Quality Improvement Authority. 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 Roads Policing and Policing with the Community. H.M. Crown Prosecution Inspectorate will assist CJI on the thematic inspection of Disclosure. CJI will refund the costs of visiting inspectors where that is possible and have made a budget provision for that purpose in 2007-08.

Developments elsewhere

The Chief Inspector of An Garda Síochána, Kathleen O'Toole spoke at the CJI Stakeholder conference and we will be looking at ways of incorporating a North/South dimension to the Roads Policing inspection. The Chief Inspector maintains regular contact the RoI Department of Foreign Affairs.

Appendix 1

Programme of work as envisaged in CJI's Corporate Plan 2006-09.

In the period 2007-09 CJI currently (and provisionally) proposes to conduct the following inspections and reviews:

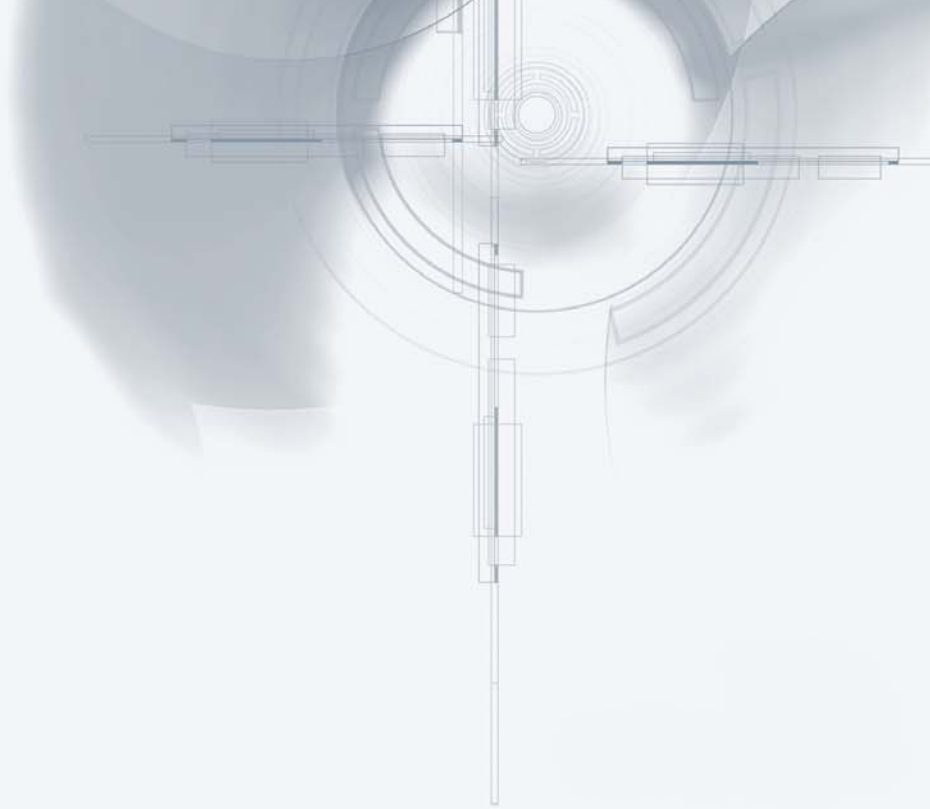
- Roads policing
- Policing with the Community
- Policing of potentially violent protests and parades
- Follow-up inspections of Hydebank Wood YOC and Maghaberry Prison
- Follow-up inspection of the Juvenile Justice Centre
- Further inspections of hostels housing ex-offenders
- Further inspections of Community Based Restorative Justice Schemes, if agreed
- Corporate inspection of the Youth Justice Agency
- Inspection of the Royal Mail Investigations Unit in Northern Ireland
- The implementation of the Human Rights Act by the criminal justice agencies (thematic)
- The use of generic management consultants (thematic)
- Confidence in the criminal justice system (thematic)
- Children and the Criminal Justice System (further thematic inspection)
- The impact of S.75 on the criminal justice agencies (thematic)
- Progress on historical murder investigations
- Identity fraud
- The operation and effectiveness of Anti-Social Behaviour Orders
- Discipline and grievance procedures in the criminal justice agencies
- North/South co-operation on criminal justice matters (thematic)
- The use of Hospital Orders
- Police training: preparedness for the move to the new Police College
- PSNI customer service, including call-handling
- Integrated planning in the CJS (thematic)
- The concept of 'independence' in the CJ agencies

Appendix 2

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

Category of Risk	Nature of Risk
1. CJI Infrastructure	<ul style="list-style-type: none"> - Loss of building/associated facilities for a sustained period. - Failure to comply with health & safety requirements - Breaches of accommodation and/or systems security - CJI IT System collapses or network is unavailable - Litigation risks - Changes in legislation/devolution - Ineffective information/communication management
2. Resources (a) Human (b) Financial	<ul style="list-style-type: none"> - Lack of succession planning and the danger of losing key staff, with the associated loss of skills and CJS experience - Lack of development and career opportunities within CJI - Difficulty in recruiting suitably experienced and skilled staff - Poor level of staff morale - Staff absence/loss of key staff (Inspection & Business Support) - Insufficient budget to deliver needed inspection service - Ineffective financial management and housekeeping
3. Negative Impact on Reputation of CJI: <ul style="list-style-type: none"> - Breach of confidence - Political perception - Probity/integrity - Professionalism 	<ul style="list-style-type: none"> - Insufficient support and buy-in from agencies - Loss of goodwill with members of CJB - Lack of political understanding and support of the Inspectorate's aims and objectives - Lack of public confidence in CJI work and remit - CJI might be seen as partisan in its approach - Inspectorates reports and recommendations not valued as adding value to improve performance within the CJS

Category of Risk	Nature of Risk
<p>4. Working Relationships with Criminal Justice Agencies (CJAs) and the Voluntary & Community Sector</p>	<ul style="list-style-type: none"> - CJAs become uncooperative and do not effectively engage within the inspection process - Report clearance becomes protracted and causes delay - Poor relationships with Ministers, NIO and CJAs could result in inability to discharge statutory functions - Lack of awareness of aims/objectives/vision of CJI - Voluntary and community based organisations may be unwilling to engage with the Inspectorate, impeding CJI's programme of outreach. - CJI viewed as bureaucratic/remote and not independent of government
<p>5. Inspection Process</p>	<ul style="list-style-type: none"> - Lack of professional approach could result in poor quality of inspection and report - Exceeding time budget could reduce impact and appropriateness of recommendations - CJI would receive adverse comment and publicity with potential loss of credibility - Delay in the inspection process could damage working relationships - Parliamentary and election timetables can constrain issue of reports



Copyright© Criminal Justice Inspection Northern Ireland
All rights reserved

First published in Northern Ireland in April 2007 by
CRIMINAL JUSTICE INSPECTION NORTHERN IRELAND
14 Great Victoria Street
Belfast BT2 7BA
www.cjini.org

Typeset in Gill Sans
Designed by Page Setup