



ANNUAL REPORT & ACCOUNTS 2011-12



Annual Report and Accounts 2011-12

Criminal Justice Inspection Northern
Ireland Annual Report and Accounts
for the year ended 31 March 2012.

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

17 July 2012

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Any enquiries regarding this document/publication should be sent to us at Business and Communications Department, Criminal Justice Inspection Northern Ireland, 6th Floor, 14 Great Victoria Street, Belfast BT2 7BA.

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Dr Michael Maguire

Chief Inspector's Report

I am pleased to present my annual report on the work of Criminal Justice Inspection Northern Ireland (CJI). Once again there has been a considerable volume of work as we have published 16 full inspections and 8 follow-up reviews. We submitted 16 reports to the Minister of Justice in line with the successful delivery of our business plan targets.

This year saw the consideration of a number of areas which have informed the direction of our work for a number of years. The ways in which the Police Service of Northern Ireland (PSNI) engages with the local community is a cornerstone of community confidence in policing. In previous years we have considered, for example, policing with the community. In May we published a report into the quality of customer service within the PSNI. The overall conclusion was that while customer service was taken seriously by senior management within the police, at the time of the inspection the organisation did not place customers at the centre of service delivery. The inspection highlighted the need for improved co-ordination of projects within the PSNI and that there was a need to ensure greater consistency of service delivery across the organisation. The report also concluded there was a need to reduce the levels of abstraction of neighbourhood policing officers to ensure neighbourhood policing was properly delivered.

We also continued our inspection work into the important area of avoidable delay within the criminal justice system. Our follow-up inspection into the 2010 avoidable delay report found that despite the considerable efforts made by the justice agencies in trying to address the problems of delay, performance across the system was getting worse. Put simply, the length of time it takes from charge/summons through to disposal by a court in Northern Ireland is too long. Our report made a single recommendation for the introduction of statutory time limits. I was pleased to see, therefore, the Minister of Justice announce his intention to introduce statutory time limits for youth cases during the life of this Assembly. We also considered in more detail the issue of securing attendance of court which can have a significant impact on delay within the criminal justice system. The inspection made a number of pragmatic suggestions aimed at improving the effectiveness of the system overall including improving Public Prosecution Service

(PPS) access to PSNI information systems.

Attendance at court also has an important impact on the treatment of victims and witnesses.

This issue was considered in some detail in the inspection report into the treatment and care of victims and witnesses within the criminal justice system. The report found there was a sizable minority who remained dissatisfied with their experience of criminal justice organisations. Many of the problems identified in the past remain from a victim's perspective, including delay, poor communication, inadequate information and poor agency coordination and support services. The report made a number of strategic recommendations including the establishment of Witness Care Units, Victims' Champions within the criminal justice organisations, the development of advocacy services and the amalgamation of post-conviction information schemes. These recommendations were accepted by the Department of Justice (DoJ) and the criminal justice agencies and an action plan for implementation was published. A key theme to emerge from the report is the need for organisations to consider their activities from the perspective of the individual victim and witness and to move from a criminal justice system to a criminal justice service.

We also continued our inspection work into the experience and treatment of young people within the criminal justice system. In July we published an inspection report into youth diversion which examined the role of criminal justice agencies in dealing with young people who have offended and who meet the criteria for diversion as an

alternative to prosecution. A key finding was that youth diversion based on restorative practices, was well embedded within policing practice and the youth conference service was well established within the Youth Justice Agency (YJA). For those young people who end up in custody we considered the service provided by Woodlands Juvenile Justice Centre. We published a very positive inspection report into the operation of Woodlands noting the high levels of care and control of children sent into custody. A particular issue was the need for all young people under the age of 18 to be transferred to Woodlands as it was a more appropriate facility than Hydebank Wood Young Offenders Centre (YOC). I am pleased to report that the Department has responded positively to this recommendation.

Finally, and looking more explicitly at the issue of prisons, we conducted a number of inspection reports looking at the work of the Northern Ireland Prison Service (NIPS). They included establishment inspections of Hydebank Wood YOC, Ash House Women's Prison, resettlement services for prisoners and the treatment of vulnerable prisoners. All of these areas have been considered before by the Inspectorate and we were pleased to note some improvements in provision across the organisation. It was clear that, for example, the treatment and care of women prisoners and vulnerable prisoners was better than before. The reports also noted the continued difficulties within the Prison Service in achieving real change within the current operational environment and we highlighted the importance of the Strategic Efficiency and Effectiveness (SEE) Programme in delivering

change. Piecemeal change within the Service will not be successful and it will require significant effort across the organisation to improve outcomes for prisoners. I was asked by the Minister of Justice to participate in the Prison Reform Oversight Group tasked with the oversight of the recommendations of the Prison Review Team whose final report was published in 2011.

The inspections this year have highlighted a number of areas of good practice within the justice system. In particular I would draw attention to our inspection into Public Protection Arrangements in Northern Ireland. The management of serious offenders, including sex offenders, is a critically important and high profile aspect of the work of the criminal justice system. The inspection (published in June 2011) considered the effectiveness of public protection arrangements and noted improvements across the justice system including better communication between justice organisations and social services, an improved assessment process, improved managerial oversight, increased use of Court Orders to manage sex offenders and good work undertaken by the PSNI Public Protection Units. While no arrangements can mitigate all of the risks completely, the situation in Northern Ireland compared favourably with what was in place elsewhere in the United Kingdom and the Republic of Ireland.

The devolution of policing and justice I believe is having an important impact on the operation of the justice system. During the year I continued a positive working relationship with the Minister of

Justice and provided direct briefings on the content of CJI inspection reports. I would like to thank the Minister for his public support for the Inspectorate and his recognition of the need for the independent and objective assessment of the criminal justice system provided by CJI. I have also developed a valuable working relationship with the Attorney General for Northern Ireland and have welcomed his views on our work overall and more specifically, in relation to the Public Prosecution Service.

I have given briefings on a range of reports to the Justice Committee including legal services, avoidable delay, the Police Ombudsman's Office and victims and witnesses. The Committee is a critical element of the justice accountability framework and CJI have found it invaluable in raising issues of relevance to the performance of the justice system overall. I was particularly pleased to be asked by the Justice Committee to comment on the action plan provided by the DoJ in relation to the legal services and victims and witnesses inspection reports. The development of robust and meaningful action plans as a response to CJI reports is a critical component of the implementation process. More specifically, in relation to policing, I have been working more closely with the Northern Ireland Policing Board and have briefed the Board on a number of reports including victims and witnesses, avoidable delay and the independence of the Police Ombudsman's Office.

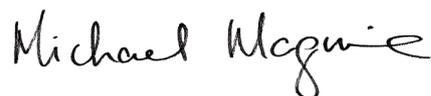
Over the past year the work of CJI has included oversight of recommendations in a more explicit

way than has been the case before. I have already mentioned my participation in the Prison Reform Oversight Group. In addition I have been asked by the Minister to take a view on the extent to which the Police Ombudsman's Office has implemented the recommendations of our report into its independence, published in September 2011. We have also been working with the DoJ in relation to avoidable delay and produced an interim report on performance as part of our oversight role. Moving forward I believe that there will be increasing focus on delivery under devolution and the Inspectorate is ready and willing to play its role in providing assurance on performance improvement and in working with organisations to achieve the necessary changes in performance identified in our reports.

It is important that the work of the Inspectorate is relevant to the issues being discussed within the justice system and focused on achieving, where necessary, improvements in performance. In considering our work on prison reform, avoidable delay, the Police Ombudsman's Office, victims and witnesses, prisoner releases, provision of legal services, youth custody among others, I firmly believe this is strong evidence of the relevance of the Inspectorate as is the attention paid to our work by the Northern Ireland Justice Committee and Assembly in its questions and debates. The media profile given to our reports is also strong and this is extremely important for the dissemination of our findings and conclusions to the wider community.

The objectives of CJI are to promote efficiency and effectiveness through assessment and inspection, provide an independent and impartial assessment to Ministers and the wider community on the working of the justice system, provide independent scrutiny of the outcomes for and treatment of users of the justice system and work in partnership to deliver high quality inspection reports. Once again, as you will see from this Annual Report, I believe these objectives have been met in full.

Finally, I would like to thank all those organisations we have worked with throughout the year and to CJI staff for their delivery of high quality inspection reports.



Dr Michael Maguire
*Chief Inspector of Criminal Justice
in Northern Ireland*

April 2012



Brendan McGuigan

Management Commentary

The Office of the Chief Inspector of Criminal Justice in Northern Ireland was established as an executive Non-Departmental Public Body under s.45 of the Justice (Northern Ireland) Act 2002.

Background information

The first Chief Inspector was appointed by the Secretary of State for Northern Ireland in August 2003, to inspect or ensure the inspection of all aspects of the criminal justice system, other than the courts, and to contribute in a significant way to the effective and efficient running of the criminal justice system, while helping to guarantee that it functions in an even-handed way. The courts were initially omitted from the organisation's inspection remit, but were added following legislative change in 2007. The current Chief Inspector was appointed on 1 September 2008.

CJI went live in October 2004 and from that time until the devolution of policing and justice matters to the Northern Ireland Assembly on 12 April 2010, it conducted a programme of inspections which were agreed annually with the Secretary of State for Northern Ireland. Following the devolution of policing and justice matters, responsibility for agreeing CJI's inspection programme passed to the locally-elected Minister of Justice.

From 12 April 2010, CJI became an executive Non-Departmental Public Body of the Department of Justice.

Remit of Criminal Justice Inspection

Criminal Justice Inspection Northern Ireland has a remit to inspect a wide variety of organisations and bodies under 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.

Inspections must be carried out by CJI in relation to these bodies or organisations unless the Inspectorate is satisfied they are subject to a satisfactory inspection regime. Organisations which fall within CJI's remit include:

Core criminal justice organisations

- The Police Service of Northern Ireland;
- The Public Prosecution Service;
- The Northern Ireland Prison Service;

- The Probation Board for Northern Ireland;
- The Youth Justice Agency;
- The Northern Ireland Courts and Tribunals Service;
- The Office of the Police Ombudsman for Northern Ireland;
- Forensic Science Northern Ireland;
- The State Pathologist's Department;
- The Compensation Agency for Northern Ireland;
- The Northern Ireland Legal Services Commission;
- Parole Commissioners for Northern Ireland;
- Community-based restorative justice schemes; and
- Probation and Bail hostels (Approved Premises).

The remit of the Inspectorate however goes wider than these core agencies. It includes other organisations and bodies with a regulatory/prosecutorial role which interface to a greater or lesser degree with the criminal justice system. They include:

- The Northern Ireland Child Maintenance and Enforcement Division;
- Health and Social Service's Board and Trusts;
- The Department of Enterprise, Trade and Investment;
- The Department of the Environment;
- Health and Safety Executive for Northern Ireland;
- The Northern Ireland Social Security Agency;
- Royal Mail Group;
- Belfast International Airport Ltd;
- Belfast Harbour Commissioners; and
- Larne Harbour Ltd.

CJI's Vision

CJI's vision is summed up as '*a better justice system for all*'.

By that we mean a criminal justice system that works smoothly and efficiently, protecting everyone, working to reduce crime and helping to put offenders back on the right track so that they will not offend again. It also means a system

that does all these things with absolute fairness, promotes equality and human rights and is responsive to the real concerns of the community.

A justice system that can do these things is the foundation for a peaceful and cohesive community and is a prerequisite for health and prosperity.

That vision requires the collaboration of all the agencies of the criminal justice system, the voluntary sector and political and community-based organisations to bring it about. CJI contributes to it by conducting inspections of individual agencies and cross-cutting thematic reviews of aspects of the criminal justice system.

CJI's Values

The Inspectorate's values are summed up as:

- independence;
- impartiality;
- honesty;
- integrity;
- respect;
- openness; and
- robustness.

CJI's Mission

CJI's mission is to work closely with the inspected agencies in a professional and mature way. We will maintain our robustness and independence by producing relevant, respected inspection reports that add value to the criminal justice system and enhance the public's experience of contact with every part of the criminal justice system.

We will achieve our mission by:

- maintaining our values at all times;
- communicating clearly and frankly;
- listening to all interested parties;
- identifying and communicating good practice;
- producing enabling, balanced, objective reports;
- taking account of sensitive issues;
- providing a supportive work environment that reflects our values; and
- pursuing excellence.

CJI's Aims

CJI contributes to the Department of Justice's aims by improving public confidence in the justice system. It will do so by assisting the criminal justice agencies in Northern Ireland to become more efficient and effective, and by ensuring that they are being fair and equitable in all their policies and operations.

During 2011-12, CJI's formal accountability was to the Minister of Justice.

CJI's Objectives

The strategic objectives of CJI are to:

- promote efficiency and effectiveness through assessment and inspection to facilitate performance improvement;
- provide an independent assessment to Ministers and the wider community on the working of the criminal justice system;
- provide independent scrutiny of the conditions for and treatment of, users of the criminal justice system, in particular victims and witnesses, children and young people, prisoners and detainees; and
- work in partnership to deliver a high quality, independent and impartial inspection programme.

The business aims of CJI are to:

- conduct a series of planned inspections;
- conduct a series of planned follow-up inspections/action plan reviews;
- increase engagement with stakeholders in the criminal justice system;
- increase awareness of CJI within the justice system;
- fulfil its statutory requirements;
- maintain a sound system of financial control;
- retain external certification for its quality management system; and
- support the Inspectorate through the effective communications programme.

To achieve these objectives, CJI will:

- ensure the inspection of the main agencies of the criminal justice system in Northern Ireland;
- conduct cross-cutting thematic reviews of subjects which involve more than one agency;
- determine CJI's programme of inspection and action plan reviews/inspection follow-up reviews each year in consultation with the Minister of Justice and the Attorney General for Northern Ireland;
- present inspection reports to the Minister of Justice;
- publish an annual report of CJI's activities; and
- employ a small number of appropriately qualified and experienced Inspectors and seek expert assistance from other inspection agencies as necessary.

Performance against CJI's objectives and targets for 2011-12

In this section, CJI reports on progress against its objectives and targets for the 2011-12 financial year as listed in its Business Plan. They are divided into three areas: Inspections and Action Plan Reviews/Inspection Follow-Up Reviews; Communication and Corporate Business.



Inspections and Action Plan Reviews/ Inspection Follow-Up Reviews

Objectives

- To conduct a series of inspections within the legislative remit of CJI and to make the findings of these inspections publicly available; and
- To conduct a series of follow-up reviews of inspections carried out by CJI and to make the findings of these follow-up reviews publicly available.

Targets

- To present 16 inspection reports to the Minister of Justice for permission to publish during the financial year;
- To publish eight action plan/inspection follow-up reviews on the CJI website – www.cjini.org – during the financial year; and
- To commence those inspections listed in the Business Plan within the 2011-12 financial year.

Outcomes

CJI had by 31 March 2012 presented 16 inspection reports to the Minister of Justice seeking permission to publish the findings. In addition, eight action plan/inspection follow-up reviews were published on the CJI website – www.cjini.org – during 2011-12. The Inspectorate also commenced work on all inspections listed in the 2011-12 Business Plan by the end of the financial year.

COMMUNICATION

Objectives

- To support the Inspectorate in all its publications in accordance with its legislative requirements;
- To increase engagement with stakeholders; and
- To increase awareness of CJI's contribution to the criminal justice system.

Targets

- To publish by laying before the Northern Ireland Assembly all inspection reports within 15 working days of receiving written permission to publish from the Minister of Justice, subject to the restrictions of the Assembly timetable;
- To publish by laying before the Northern Ireland Assembly, CJI's Annual Report and Accounts for 2011-12 before 30 September 2012;
- To obtain feedback on CJI's work from the heads of the main criminal justice agencies; the Minister of Justice; the Lord Chief Justice; the Attorney General for Northern Ireland; the Advocate General for Northern Ireland and the justice representatives of the main political parties, at least once during the 2011-12 financial year;
- To run a stakeholder conference in the 2011-12 financial year; and
- To publish within the 2011-12 financial year, three editions of CJI's newsletter 'The Spec' plus an annual stakeholder 'Conference Spec', to be published and circulated within six weeks of the conference providing an overview of the event proceedings to all participants and other stakeholders.

Outcomes

During the reporting period 16 inspection reports were published by CJI. Fourteen of these were published and laid in the Northern Ireland Assembly within 15 days of receiving written permission to publish from the Minister of Justice. Two reports; PSNI Customer Service and Securing Attendance at Court, were published after the 15 day target. This was due to the restrictions of the Northern Ireland Assembly timetable which was in Recess during the period before the Assembly elections; consequently reports could not be laid. A further eight follow-up reviews which are not subject to written Ministerial approval were published following their submission to the Minister of Justice.

Throughout the year, CJI undertook to engage with key stakeholders in order to obtain feedback on the Inspectorate's work. This resulted in a series of meetings being held between the Chief Inspector and the heads of all the criminal justice agencies, the Attorney General for Northern Ireland, the Lord Chief Justice, the Director of the Public Prosecution Service, the Minister of Justice, the Chairman and deputy Chairman of the Justice Committee, heads of the DoJ Directorates, the Northern Ireland Policing Board and criminal justice spokespersons for each of the political parties represented in the Northern Ireland Assembly. In addition, CJI hosted two focus groups in December, one with members of various Oversight Bodies and the other with representatives from the Voluntary and Community Sector and Academia. The purpose of these meetings was to discuss the work of CJI and inform its inspection programme.

During the last 12 months, CJI once again ran a successful Stakeholder Conference which was attended by senior representatives from across the criminal justice system, its agencies, local political representatives and members of the Voluntary and Community Sector who engage with and have an interest in criminal justice matters. The conference was held at the Holiday Inn, Ormeau Avenue, Belfast and around 75 delegates were present.

CJI also published three editions of its newsletter *The Spec* in September 2011, January and March 2012. A special edition was published in March which was dedicated entirely to the CJI Stakeholder Conference and produced within six-weeks of the conference.

During the year CJI engaged with the multi-party Committee for Justice and gave evidence to the Committee on five separate occasions. This included a briefing on the work of CJI to the new Justice Committee in June, and presentations in respect of the CJI inspection reports on the *Use of Legal Services*, *the Office of the Police*

Ombudsman, the Care and Treatment of Victims and Witnesses and *Avoidable Delay*. These meetings helped in raising awareness of the work of the Inspectorate and its contribution to the criminal justice system.

At time of writing, CJI is working with its auditors and sponsor division within the Department of Justice to ensure that its target for laying the 2011-12 Annual Report and Accounts in the Northern Ireland Assembly by 30 September is met.

Corporate Business

Objective

- To fulfil the statutory requirements placed upon CJI by the Northern Ireland Assembly and UK Government;
- To maintain a sound system of financial control; and
- To obtain external re-certification for a Quality Management System within the 2011-12 financial year.

Targets

- To publish within the first 12 weeks of the start of the new financial year, a Business Plan for that year which has been approved by the Minister of Justice;
- To retain reaccreditation of ISO 9001 certification for CJI;
- To process all payments within 10 days of receipt of a valid invoice or request for payment in line with UK Government recommendations;
- To seek to respond within 20 working days to all requests for information made to CJI under the Freedom of Information Act 2000;
- To respond to Assembly or Parliamentary Questions within 10 working days or the specific timeframe advised by the Department of Justice; and
- To seek to obtain a clean (unqualified) audit certificate from the Comptroller and Auditor General for Northern Ireland for the 2011-12 accounts.

Outcomes

During 2011-12, CJI successfully retained ISO 9001:2008 accreditation for its business processes. The certification was awarded and approved by UKAS following an in-depth audit of CJI's processes by an independent consultancy firm which was carried out in January 2012.

CJI also responded to requests for information it received from the Department of Justice in relation to Assembly or Parliamentary Questions within its target timeframe. In addition, CJI received four requests for information under the Freedom of Information Act 2000. Each of these requests were processed and responded to within the 20 working day target timeframe in accordance with legislative requirements.

CJI is also able to record that during the course of the financial year it processed 100% of payments within the 10 days.

A draft inspection programme for inclusion in the Business Plan report was prepared and consulted upon during January and February 2012, and was submitted to the Minister of Justice for approval in March.

In respect of the audit certificate and report of the Comptroller and Auditor General for Northern Ireland on CJI's 2011-12 accounts, please refer to the comments contained on pages 55 and 56 of this report.

Reports and Accounts

I am also the Accounting Officer for the organisation. As such, I have responsibility for the preparation of accounts and maintaining a sound system of internal control that supports the achievement of CJI's policies, aims and objectives while safeguarding the public funds and CJI's assets for which I am personally responsible.

I must also prepare a Statement of Account in each financial year in the form directed by the Minister of Justice. The Statement of Account

must be submitted to the Department/Minister of Justice and the Comptroller and Auditor General for Northern Ireland.

The details of remuneration of senior management are set out in the remuneration report which can be found on page 47 to 50.

Disclosure to Auditors

As Accounting Officer, I am not aware of any relevant audit information of which CJI's auditor is unaware. I have taken all reasonable steps to make myself aware of any relevant audit information and to establish that CJI's auditor is aware of that information. The accounts are audited by the Comptroller and Auditor General for Northern Ireland. Total audit fees for 2011-12 as per the accounts are £11,500 (£11,500 in 2010-11).

Principal Risks

CJI has during the 2011-12 financial year, conducted a risk analysis examining a wide range of possible risks to the organisation and to the delivery of its objectives. The risks were reviewed in May and September 2011 and again in January 2012 to ensure the risks considered were relevant to the organisation. The main risks in practice are seen as:

- **Report publication:** Timeliness and relevance of report findings and recommendations lose value due to delays in clearance and permission to publish process.
- **Report publication:** Report clearance to Minister becomes protracted and causes delay.
- **Reputational risk:** Inspectorate's reports and recommendations not viewed as adding value to improve performance within the CJS.
- **Personnel risk:** The danger of losing key staff, with the associated loss of expertise.

In each case – including other less likely but potentially damaging risks – CJI has up-to-date plans in place to negate the impact.

Protected Personal Data

- A.1 CJI holds names, home addresses including postcodes, mobile telephone numbers and dates of birth for all directly recruited members of staff.
- A.2 Bank, financial details, National Insurance Numbers and mother's maiden names are also on file.

The above information is retained on individual personnel files which are stored in a security cabinet in a store with a combination lock door.

This information does not leave CJI apart from initial registration with Pay and Performance Division within the Department of Justice and Access NI for security clearance.

CJI maintains a database in excess of 1,000 names, addresses, postcodes, email and fax numbers of stakeholders/recipients of all CJI publications.

None of this detail is transported outside of CJI.

CJI confirms that during 2011-12 period there were no personal data related incidents to report to the Information Commissioner.

Accounts Preparation and Financial Position

The accounts for 2011-12 have been prepared on an accruals basis.

The financial position at the year end is set out in the Statement of Comprehensive Net Expenditure on page 57.

Revenue Grant-in-Aid for the period was £1,413,000 (£1,435,000 in 2010-11) and the Net Expenditure £1,405,868 (£1,491,755 in 2010-11).

Details of the General Reserve and the Revaluation Reserve are given in the Statement of Changes in Taxpayers' Equity on page 60. An amount of £5,679 (£5,899 in 2010-11) was transferred to the Revaluation Reserve. This represents the movement in the valuation of non-current assets in the year.

Prompt Payment

The Office of CJI is committed to the prompt payment of bills for goods and services received in accordance with the Confederation of British Industry's Prompt Payers Code. Unless otherwise stated within the contract, payment is due within 30 days of the receipt of the goods or services, or the presentation of a valid invoice or similar demand. From November 2008, CJI has complied with the Government's 10-working day turnaround for goods/services and invoices.

During the year ended 31 March 2012, 100% (97.5% in 2010-11) were paid in this 10-day timeframe.

Pension Liabilities

Details of how pension liabilities are treated can be found in the accounting policy note 1(b) on page 61.

Register of Interests

All staff members are required to provide information on personal or business interests that may be perceived by a reasonable member of the public to influence their judgement in the exercise of their public duty. CJI maintains a Register of Interests which is available for public inspection.

Review of Activities

The aim of CJI's activities is improvement. Its inspections examine the strengths and areas for improvement. It may make recommendations designed to help an organisation to improve in any aspect of its performance.

CJI will do this in two stages by:

- collecting data in advance and forming provisional judgements as to the strengths and weaknesses of the organisation; and
- testing those judgements in the inspection, finalising 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 may 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, that the Inspectorate would have no option but to state publicly, that the position was unacceptable. But most of the time, CJI will work in partnership with the agencies it inspects, on the basis that their managers share the common aim of improvement.

Inspections conducted by CJI fully reflect the Cabinet Office principles for the inspection of public services to:

- pursue the purpose of inspection;
- focus on outcomes;
- be proportionate to risk;
- encourage self-assessment by managers;
- use impartial evidence wherever possible;
- disclose the criteria used for judgement;
- be open about the processes involved;
- have regard to value for money, including that of the inspecting body; and
- continually learn from experience.

Each inspection involves 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, where appropriate, to self-assess against the inspection criteria identified in the Terms of Reference, 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 and as an aid to improvement. The development of a capacity for rigorous and perceptive self-criticism among the management of the agencies, is fundamental from that point of view.

Corporate Ethos

CJI aims to manage itself according to the best current principles and to serve as an example of the good management practices which it will foster.

It aims to be a good employer but a disciplined one. Although the terms and conditions of staff members are basically those of the Northern Ireland Civil Service (NICS), the culture of the organisation is modelled on a modern, knowledge-based business, not a conventional bureaucracy.

The health and wellbeing of staff members is of paramount concern.

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.

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

Corporate and Social Responsibility

In 2011-12 CJI maintained its recycling policy for both sensitive and non-sensitive paper waste across the organisation. During the 2011-12 year, CJI moved to predominantly electronic distribution of inspection reports, reviews and other corporate publications.

During the reporting year CJI nominated and undertook fundraising activity on behalf of the Stroke Unit at the Ulster Hospital, Dundonald - its corporate charity for the year, raising a total of £562.00 for the Unit.

Organisational Structure and Responsibilities

The Chief Inspector of Criminal Justice in Northern Ireland is the head of the organisation and as such, has responsibility for ensuring the Inspectorate carries out a programme of inspection among the criminal justice agencies within its legislative remit.

He has responsibility to report the findings of the Inspectorate's work to the Minister of Justice 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 and to deputise for the Chief Inspector in his absence and when otherwise required. The Deputy Chief Inspector is also the Chief Executive and Accounting Officer for CJI. As such, he has responsibility for the day-to-day running of the organisation. He is also responsible for 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 Chief Inspector and Deputy Chief Inspector have responsibility for directing and controlling the major activities of the organisation during the

year and as such, are the key members of CJI's Senior Management Team. They are assisted in their work by the Finance Manager, Business and Communications Manager, and a representative of the Inspection Team.

While CJI does not have a Management Board, it has an Audit Committee which meets four times during a calendar year. The Audit Committee includes two independent members, one of which undertakes the role of chairperson. Representatives from internal and external audit also sit on the committee along with a representative from CJI's sponsor body. Minutes of CJI's Audit Committee meetings have been made publicly available on the CJI website - www.cjini.org.

Organisational Development

CJI first indicated that it would seek external accreditation for its Quality Management System (QMS) in its 2009-12 Corporate Plan.

In February 2011 a full audit of all our activities against the standard was carried out. As a result of this comprehensive audit, all of CJI's business operations were awarded ISO 9001:2008 certification.

CJI were again audited in January 2012 and accreditation for the QMS system was retained.

A programme of internal audits and regular evaluation of procedures ensures that there is continuous improvement of the QMS. The focus for CJI is to continue to enhance the system we use to consistently deliver a quality product.

Staffing

CJI had a complement of 15 staff at the start of the financial year. During the course of the year, staffing figures reduced to 14 due to the resignation of the Finance Manager in January. A temporary Finance Manager was recruited in February 2012 to provide advice and guidance to the Senior Management Team.

During the past year CJI have been preparing for the transfer of their finance function to the Northern Ireland Civil Service (NICS) Account NI shared service. This is part of the overall transfer of all Department of Justice departments, Non Departmental Public Bodies and Arms Length Bodies. CJI staff have been involved in various meetings and training sessions to facilitate the move. As part of this initiative a member of the CJI Business Support Team was on temporary secondment to Account NI. This was to help form a team to prepare for the transfer of finance functions from all Department of Justice agencies, including CJI, to Account NI. It is envisaged that this project will be complete by summer 2012. Due to the reduction of finance responsibilities in CJI, a member of the Business Support Team will transfer to Account NI on a permanent basis under TUPE arrangements.

In September 2011 Carlton Baxter Communications were awarded the Tender to supply media and communications services to CJI while the Business and Communications Manager is on maternity leave. Their role has been to provide communications advice and a full range of media relations services which include providing strategic communication guidance in relation to specific inspection reports, corporate publication and events.

CJI remains committed to developing each member of staff so that all reach their full potential.

During 2011-12, a member of the Inspection Team continued a two-year part-time Masters Degree in Public Administration which included government procurement and service delivery and public sector economics and finance. They also underwent training in relation to Section 75 Guidance on Equality Schemes and attended a two day conference on the topic of Excellence in Policing.

A further member of the Inspection Team attended a half day HR Employee effectiveness seminar and a three day Occupational Psychology Conference while another Inspector attended a one day Police Reform Conference in London during April.

The Deputy Chief Inspector attended training on Dynamic Reading Skills.

The CJI IT Systems Administrator undertook a comprehensive five day training programme on Citrix Xenapp in order to manage and develop the organisation's Citrix server IT system.

A member of the Business Support Team completed their part time studies towards a BSc(Hons) degree in Business Studies.

The Chief Executive has line management responsibility for the Inspection staff, the Business and Communication Manager and Personal Assistant.

In 2011-12 the average level of staff sickness absence stood at 7 days per employee (14.1 days in 2010-11). This figure includes one member of staff who was on long-term sickness absence.

External Communication

During 2011-12, CJI continued its programme of external communication. The publication of the findings of CJI's inspection reports/action plan reviews and inspection follow-up reviews provides a valuable opportunity to reinforce with stakeholders and the community, the quality of the work carried out by the Inspectorate and the impartial nature of the inspection process.

The publication of inspection reports also continued to play a vital role in highlighting the contribution CJI makes to the continued improvement of the criminal justice system in Northern Ireland.

The Chief Inspector took a lead role in promoting the work of the Inspectorate and the findings of its inspection reports and action plan reviews/inspection follow-up reviews.

During the last financial year, CJI published a total of 24 inspections and action plan reviews/inspection follow-up reviews. The publication of each report was accompanied by a press release and where appropriate, additional communications activity. In addition, the Chief Inspector responded to requests for interviews from print and broadcast media outlets, wire services and contributed to a number of current affairs programmes examining issues related to criminal justice matters.

CJI continued to participate in and attend a range of conferences and events linked to criminal justice matters. Senior management and members of the Inspection Team were pleased to accept a number of invitations to address conferences and seminars.

Dr Michael Maguire attended quarterly meetings with the Minister of Justice, David Ford MLA which formed part of CJI's consultation on its proposed inspection agenda for the financial year. These meetings were supplemented by specific briefings on individual reports throughout the year.

The Chief Inspector and Deputy Chief Inspector meet with the newly elected Justice Committee in June to brief them on the work of the Criminal Justice Inspectorate, the programme of work and inspection reports. This was the first of a number of briefings to the Justice Committee, when the Chief Inspector accompanied by various members of the Inspection Team, briefed the Justice Committee on a range of inspection topics including; the *use of Legal Services by the Criminal Justice System* in September; the *independence of the Office of the Police Ombudsman for Northern Ireland* in October; the *care and treatment of Victims & Witnesses* in December and *Avoidable Delay* in February.

The Chief Inspector was again this year invited to join the independent judging panel for the Justice in the Community Awards. The panel also consisted of Baroness May Blood and Wendy Osborne from Volunteer Now. The awards attracted 58 nominees and as well as the three Justice Champions, five highly commended awards were also presented. Justice Minister David Ford presented the Awards at the Justice in the Community Awards ceremony in Parliament Buildings on 19 October.

In April the Chief Inspector was a guest speaker at the Policing & Justice Conference hosted by Agenda NI held in the Opera House, Belfast where he gave a talk during the opening session at the conference on the theme '*Building a justice system for the future: Lessons from inspection reports*' and then participated in the panel discussion session.

Dr Maguire joined colleagues and stakeholders from across the justice system for a one-day conference focusing on Policing and Justice Issues in May. The conference set out to examine the key issues facing the local Department of Justice as devolution settles down beyond its initial phase. In his speech, the Chief Inspector was invited to speak about the Challenges and Opportunities in developing the justice system of the future.

The Chief Inspector gave a presentation to members of the Criminal Bar Association at its annual conference at Queen's University, Belfast on Saturday 4 June. Dr Maguire's remarks focused on the findings of CJI's '*Not a Marginal Issue*' inspection which examined how the criminal justice system engaged with those with mental health issues.

In August the Chief Inspector took part in the Civil Service Commissioners Regulatory Audit Framework event at Hillsborough, which was on the subject of reviewing the approach taken to regulating and auditing Northern Ireland Civil Service recruitment policies.

Dr Maguire attended two events hosted by NIACRO in Parliament Buildings on the area of youth justice; entitled *A new Youth Justice - Assessing the Youth Justice Review* and on the subject of prisons; *Reforming Prisons - Achieving Change?*

In November the Chief Inspector attended the opening of Donard House at Maghaberry Prison and in March, accompanied by the Deputy Chief Inspector, attended the opening of the PSNI OCMT facility at Lislea Drive, Belfast.

During March Dr Maguire engaged with the Independent Monitoring Board at their council meeting and further at their AGM.

Dr Michael Maguire was one of a number of speakers who addressed the PSNI 10th Anniversary Conference entitled *'Challenge and Change - A new conversation for Policing in Northern Ireland'* which was held in the University of Ulster, Jordanstown in November. His presentation was on the subject of *'Policing and the impact of Devolution'*.

During 2011-12 the Chief Inspector continued to be an active member of the Heads of Inspectorates Forum which brings together the heads of all inspection and regulation agencies within the UK. Both the Chief and Deputy Chief Inspectors took part in the meeting hosted by the Education and Training Inspectorate in November at Cultra Manor.

Brendan McGuigan, Deputy Chief Inspector, is a member of the Northern Ireland Policing Board Continuous Improvement Strategic Working Group which met several times during the year. He also attended the Policing Board Seminar *'Policing and the Process of Confidence'* in February.

The Deputy Chief Inspector acted as Chair at the Restorative Justice Senior Seminar organised by the Community Safety Manager, Northern Ireland Housing Executive. He also attended the Quaker Service event *'Showcasing and Expanding*

Restorative Approaches in Northern Ireland' hosted by David Ford, Minister of Justice.

Mr McGuigan attended the launch of NSPCC's research papers *'Child Victims in Contact with the Criminal Justice System'* and *'Child Victims of Sexual and Physical Abuse'*. The event was sponsored by Paul Givan MLA, and Raymond McCartney MLA, Chair and Deputy Chair of the Justice Committee and held in Parliament Buildings.

The Deputy Chief Inspector, who is also the CJI Chief Executive, is a member of the Chief Executive's Forum and has attended a number of events and seminars organised by the Forum throughout the year.

In December 2010 the Council of Europe's Committee for the Prevention of Torture (CPT) visited the United Kingdom as part of its programme for 2012 and met with the CJI Chief Inspector, Deputy Chief Inspector, and Inspection Team while in Belfast. The CPT organises visits to places of deprivation of liberty in the Council of Europe's 47 member states in order to assess how detained persons are treated. Places visited include prisons, juvenile detention centres, police stations, holding centres for immigration detainees, psychiatric hospitals, social care homes, etc.

Derek Williamson QPM, from the CJI Inspection Team, attended a workshop focusing on victims and witnesses of crime held by the Criminal Justice Issues Group, chaired by Lord Justice Higgins at Hillsborough Castle in February. The purpose of the workshop was to look at the particular areas of waiting times in court; victim participation in proceedings and special measures which were the subjects of CJI inspections during the year.

Inspector Bill Priestley presented at the Chartered Quality Institute event covering the subject of *'Securing Excellence in the justice system'* which was held at the Stormont Hotel, Belfast in May.

He also attended the half day CEF seminar *'The state of governance in Northern Ireland'*.

Over the course of the past year, CJI gave presentations to the Northern Ireland Policing Board on a number of occasions. Dr Maguire, Brendan McGuigan and Bill Priestley attended a private meeting of the Board to give a presentation regarding the OPONI inspection report in October; James Corrigan accompanied Dr Maguire in January to present to the HR Committee on PSNI Workforce Modernisation; Derek Williamson and the Chief Inspector gave a presentation to the Corporate Policy Planning and Performance Committee meeting on the Treatment and Care of Victims and Witnesses in January. Dr Maguire attended the meeting of the Policing Board on 2 February when the Minister of Justice was discussing the new strategy entitled *'Human Trafficking: A Government Strategy; organised crime and counterfeit goods'*. He again attended the Corporate Policy Planning and Performance Committee meeting with James Corrigan on 16 February to discuss the issue of Avoidable Delay in the Criminal Justice System. The Chief Inspector attended the launch of the 2012-2015 Policing Plan which sets out the policing outcomes, indicators and measures for the Police Service of Northern Ireland (PSNI) for the year ahead and gives details of how the PSNI will work towards meeting these outcomes.

In February Dr Maguire was invited to participate in the Prison Oversight Group set up and chaired by David Ford MLA, Minister of Justice. The Group was put in place to oversee progress of the recommendations from the Dame Anne Owers Prison Review Team Report published in October 2011. The report highlighted the need for end-to-end fundamental reform of the Prison Service and set out 40 recommendations to transform the Prison Service into an efficient and effective organisation. The Group will continue to meet until it is satisfied that the Prison Review Team's

recommendations have been appropriately implemented. It is anticipated that the role of the Group will extend throughout the duration of the 2011-15 period, subject to review. The members are David Ford MLA, Minister of Justice, Nick Perry Permanent Secretary, Department of Justice, Patricia Gordon, NIPS non-executive Director Prison Service, Professor Monica McWilliams, former Chief Commissioner of the Northern Ireland Human Rights Commission, Duncan McCausland former Assistant Chief Constable PSNI and Dr Michael Maguire Chief Inspector of Criminal Justice.



Pictured above L-R are: Professor Monica McWilliams, David Ford MLA; Colin McConnell, Dr Michael Maguire and Patricia Gordon.

The Chief Inspector is an active member of the Queens University Institute of Criminology Advisory Board where he has presented on the state of the criminal justice system.

Dr Maguire is also a member of the Queen's University Employer's Forum. Other members of the forum include representatives from PSNI Training, G4S, Craigavon Borough Council, a large voluntary sector organisation, The General Manager of the Europa Hotel and Professor Mike Tomlinson Head of the QUB School of Sociology Social Policy & Social Work. The purpose of the Forum is to give advice to the School on the employability of students.



Rachel Lindsay addresses a Council of Europe domestic violence workshop.

Inspector attends Council of Europe workshop on domestic violence

In November 2011 Rachel Lindsay from CJI was asked to participate in a workshop organised by the Council of Europe in Cappadocia, Turkey regarding domestic violence and abuse. Rachel was asked to attend further to the thematic inspection she led on the handling of domestic violence and abuse cases by the criminal justice system in Northern Ireland which was published by CJI in December 2010.

The workshop aimed to support the Turkish inspection body responsible for evaluating the multidisciplinary approach to dealing with cases of domestic violence. It therefore intended to support the Turkish authorities in developing a programme of inspection to evaluate how state parties deal with cases of domestic violence.

The event was attended by a wide range of representatives from public authorities and stakeholders involved in this area, in addition to members of the Inspection Board who would be conducting the inspections.

Rachel was asked to share her experience by delivering three presentations on the approach to domestic violence in Northern Ireland, the inspection process and the report's findings and recommendations. In addition a District Commander from Rotterdam Police in the Netherlands talked about the Dutch approach to policing domestic violence.

The workshop highlighted a number of similar issues facing the Turkish administration to those facing UK authorities in terms of human rights, culture, legislation, support for victims and resources. The discussion sessions enabled the Turkish delegates to consider their approach to domestic violence and develop their inspection standards against which current practice would be evaluated.

CJI involvement in the UK's National Preventative Mechanism

The Optional Protocol to the Convention against Torture and other Cruel, Inhumane or Degrading Treatment or Punishment (OPCAT) is an international human rights treaty designed to strengthen the protection of people deprived of their liberty. It acknowledges that such people are particularly vulnerable to ill-treatment and advocates that efforts to end such ill-treatment focus on prevention through a series of regular visits to places of detention.

Article 3 of OPCAT requires State Parties to '*set up, designate or maintain at the domestic level one or several visiting bodies for the prevention of torture and other cruel, inhumane or degrading treatment or punishment*'. These domestic bodies are referred to as the National Preventative Mechanism (NPM) and the UK Government has designated bodies in each jurisdiction to undertake the visiting role. In Northern Ireland the bodies include CJI along with the Regulation and Quality Improvement Authority (RQIA), the Independent Monitoring Boards and the Northern Ireland Policing Board's Independent Custody Visiting Scheme.

The inspections that CJI published in 2010-11 on Hydebank Wood Young Offenders' Centre, Ash House Women's Prison, Woodlands Juvenile Justice Centre and its ongoing monitoring visits to the Juvenile Justice Centre and visits to Roe House in Maghaberry specifically relate to its NPM function. The inspections of vulnerable prisoners, resettlement and learning and skills in the

Northern Ireland Prison Service also contribute to this area. The UK NPM published its second annual report in February 2012 which CJI contributed to and this provides an overview of the work across the UK.

In addition to the monitoring work undertaken in Northern Ireland, CJI has also been involved in the ongoing programme of coordinated activities with the other bodies of the UK NPM. This has included business meetings in Edinburgh and Belfast (hosted by CJI) and attending the first meeting of an NPM Steering Group (at which CJI is the representative from the Northern Ireland jurisdiction) in London.

CJI has also represented the UK NPM at two European events as part of the series of sessions arranged by the Council of Europe/European Commission in developing an active peer-to-peer network of NPMs across Europe. The first of these was a workshop in June 2011 in Tallinn, Estonia. The topic was ‘collecting and checking information during a NPM visit’ and there was also a preliminary briefing on the setting up of a European NPM Independent Medical Advisory Panel.

Rachel Lindsay, who attended from CJI, presented a session on NPMs’ experiences of allegations of active ill-treatment using examples from across the UK of issues identified by inspection bodies. During the workshop it was of great interest to hear of different practices and issues facing other NPMs across Europe and to share examples and insights of undertaking visits to places of detention. In addition, the workshop provided a great opportunity to network and share experience with other NPMs.

In October 2011 Rachel, along with the UK NPM Co-ordinator from Her Majesty’s Inspectorate of Prisons, represented the UK NPM at a roundtable discussion in Kiev, Ukraine. The roundtable was an opportunity for the Ukrainian delegates to hear about the international and national perspectives on establishing an NPM, to provide an update on

the current status of NPM establishment and discuss issues facing the Ukraine in designation. It was also an opportunity for NGOs to highlight the key issues regarding detention and human rights. The Ukrainian Government has set up an interim monitoring body, the ‘Commission on Prevention of Torture’, under the President of Ukraine and the Council of Europe will continue to work with them to support the Ukraine in designating an appropriate NPM at the earliest opportunity.

Inspector presents Council of Europe workshops on police oversight

CJI has published inspections on the Office of the Police Ombudsman and on the handling of complaints by the criminal justice system. Bill Priestley led these inspections for CJI and in November 2011 he was asked to participate in a series of workshops organised by the Council of Europe to take place at Pyatigorsk in the Caucasus region of The Russian Federation regarding police oversight and handling of complaints.

The workshops took place between 24 and 25 November and aimed to provide practical information about the workings of oversight bodies and complaints mechanisms to stimulate discussion between police leaders and oversight bodies in the Southern Russian Republics. Parts of the region are emerging from a long period of conflict and whilst attacks on police officers and buildings continue these are at a much lower level than previously.



The workshops were coordinated by Mr Leonid Antohi for the Council of Europe who asked Bill to present on his knowledge of police oversight and criminal justice complaints mechanisms in the Northern Ireland context. To provide delegates with the context of another European setting an alternative system of police oversight and accountability was presented by the head of the Rotterdam Police bureau of internal affairs Mr Piet de Gelder. To complete the seminars the human rights obligations relevant to the subject of oversight and accountability of the police were presented by Council of Europe expert Ms Mariana Chicu.

The workshops were enthusiastically received by the delegates who included police leaders, human rights commissioners and representatives from the Ministry of the Interior. The workshops met the objectives of providing practical information on working systems of oversight and complaints handling for the delegates to debate in their own context and within existing human rights obligations and standards. The comparisons between two systems of oversight and accountability, both operating within European human rights obligations generated positive discussions as to how a balance between oversight, accountability and operational policing could be best achieved in the region so that confidence in policing could be increased. Further development of oversight and accountability mechanisms within the region is expected to happen during 2012.

Apart from informing debate between regional police leaders and oversight bodies the discussions and presentations provided Bill with an intriguing and informative insight into the workings of police accountability and complaints handling in both The Netherlands and in the Russian Republics.

Corporate and Business Planning

During the 2011-12 financial year, CJI published its Business Plan. The Business Plan lists CJI's organisational goals for 2011-12 and the

programme of inspections and inspection reviews/action plan reviews the Inspectorate intends to undertake.

As part of its preparation work for the Business Plan, the Chief Inspector held a series of meetings with senior figures in each of the key criminal justice organisations. The meetings were held to gain their views on the topics and areas which merited inclusion in the 2012-13 inspection programme.

Consultation meetings were held with representatives of other criminal justice bodies and stakeholders working within the criminal justice sector which CJI has responsibility for inspecting. Discussions also took place with the Lord Chief Justice Sir Declan Morgan, the Attorney General for Northern Ireland John Larkin QC and senior figures from each of the political parties represented in the Northern Ireland Assembly.

These discussions assisted the Inspectorate in refining the proposed inspection programme prior to its submission to the Minister of Justice. The Business Plan was subsequently published in June 2011.

In the latter part of the financial year, CJI held a series of symposiums and discussion sessions involving members of the voluntary and community sector and academics from the field of criminal justice as part of its initial planning for its 2012-13 inspection programme.

Working in partnership

During the 12 months between April 2011 and March 2012, CJI continued to work closely with its partner Inspectorates including Her Majesty's Inspectorate of Prisons (HMIP), Her Majesty's Inspectorate of Constabulary (HMIC), Her Majesty's Crown Prosecution Service Inspectorate (HMCPSP), the Education and Training Inspectorate (ETI) and the Regulation and Quality Improvement Authority (RQIA).

The Inspectorate acknowledges the valuable skills, expertise and knowledge colleagues working in other inspection organisations can bring to CJI's inspection work, especially in relation to benchmarking and identifying best practice.

During recently published CJI reports such as Roe House, the Protocol for Joint Investigation of Alleged and Suspected Cases of Abuse of Vulnerable Adults, Hydebank Wood Women's prison and Young Offender's Centre and Woodlands Juvenile Justice Centre, the CJI Inspection Team were assisted by Inspectors from RQIA and reports were produced as joint publications.

CJI worked with Inspectors from the ETI to produce the inspection reports in respect of Learning and Skills provision by the Northern Ireland Prison Service, Woodlands Juvenile Justice Centre and Hydebank Wood Women's prison and Young Offender's Centre.

Inspectors from HMIC have assisted the CJI Inspection Team on ongoing fieldwork as part of the PSNI Workforce Modernisation inspection.

CJI Inspectors have also drawn on expertise from HMCPSP Inspectors to assist in the fieldwork for the inspection on PPS Corporate Governance.

The Chief Inspector continued to strengthen the relationships between CJI and Her Majesty's Inspectorate of Prisons by meeting with Chief Inspector Nick Hardwick recently in Belfast. Dr Maguire also met HM Chief Inspector of Prisons Scotland, Brigadier Hugh Monro during his visit to Northern Ireland.

In addition, CJI Inspectors have maintained regular contact with the Office of the Prisoner Ombudsman for Northern Ireland during the course of the financial year.

Political engagement

During 2011-12 CJI has enjoyed a productive and mutually beneficial working relationship with the Minister of Justice, David Ford MLA. The Inspectorate has also welcomed the opportunity to engage and have discussions with politicians appointed to the Northern Ireland Assembly's Committee for Justice. MPs and locally elected politicians within the Northern Ireland Assembly continued to receive copies of all CJI's inspection reports and action plan reviews/inspection follow-up reviews during the course of the year.

CJI also met with local political party justice representatives during 2011-12.

Stakeholder Conference

CJI's annual conference took place in January 2012. The theme for the event was *'The future of victim and witness care: from aspiration to reality'*.

Given the current financial climate, the conference this year was a smaller event than in previous years and held over a half day. It was attended by approximately 75 delegates from across Northern Ireland's criminal justice agencies, the voluntary and community sector and local political parties.

In his opening address Dr Michael Maguire, CJI's Chief Inspector chose to highlight the care of victims and witnesses in the Northern Ireland Criminal Justice System.

He spoke of the issues highlighted in the recent CJI inspection report on the care and treatment of Victims and Witnesses and addressed the need for a single point of contact and access to regular information and updates; speedy case progression; access to specialist support services; consistency of service across the justice organisations and indeed within the same organisation; and to have equal rights and status as others in the justice system.



Dr Maguire referred to the six strategic recommendations in the report and that moving from a criminal justice *system* to a criminal justice *service* would provide an important litmus test for the success of devolution. He concluded by stating that the needs of victims and witnesses will not go away.

In his second year to address the conference, David Ford MLA, Minister of Justice then spoke of the need for reform across the justice system. He noted that we now have an unprecedented opportunity to work together across sectors and political divides to take a fundamental look at the way in which we treat victims and witnesses within the criminal justice system. The Minister welcomed the involvement of the Justice Committee in devoting considerable time into an inquiry into the service for victims and witnesses and stated that this would help shape a new five year strategy which he plans to publish later in the year. Mr Ford praised the recent inspection report by CJI and noted that it would have substantial influence on how this important agenda should be taken forward.

Barra McGrory QC, who was appointed as Director of Public Prosecutions for Northern Ireland in November 2011, was next to speak. He took the opportunity to outline the Public Prosecution Service commitment to meeting the needs and expectations of victims and witnesses. Mr

McGrory illustrated the difficulty for prosecutors balancing competing rights in the greater public interest and the importance of a clear understanding of the role of prosecutors in the criminal justice system. He went on to say that the criminal justice system requires the PPS to act on behalf of the public and in the public interest, representing the views of society as a whole and not just on behalf of the individual victim. Therefore, the prosecutor cannot be the victim's legal representative in a way that a defendant is represented by a solicitor. The Director concluded by stating that the PPS would continue to be proactive in developing a way forward to address the needs of victims and witnesses.

Matt Baggott, Chief Constable PSNI, then gave an overview of the challenges facing his organisation. The Chief Constable highlighted the work undertaken with the PPS, the use of telephone cautioning and the streamlining of case files which have resulted in the biggest increase in confidence that the Service has ever had. This was due to the fact that people now see the Service to be dealing with things that matter. Mr Baggott outlined how, for the first time, the PSNI has a proper business model that deals with long term issues rather than the here and now and went on to detail the challenges facing the organisation over the next two to three years. The Chief Constable concluded by thanking CJI for the opportunity to speak and welcomed the encouraging rise in confidence that showed they were doing the things that really matter.





The Chief Constable was followed by Assistant Chief Constable, George Hamilton who shared his perspectives on the changes the PSNI has made to address the needs of victim and witness treatment. The ACC highlighted the tension between needing to standardise and rationalise processes and systems and being flexible enough to keep a personal approach. Having recently returned from Strathclyde Police, Mr Hamilton commented that while discussions in Northern Ireland have been ongoing about reductions on statutory time limits, the Scottish system has already implemented tight time limits. He continued by saying that through the Policing Community Strategy, individual Officers will be held to account for the treatment of victims and witnesses and that the CJI report reinforced the need to ensure that victims and witnesses are at the centre of the PSNI focus as they are taken through their criminal justice journey. He concluded that the PSNI is committed to working together with the criminal justice family, non-Governmental organisations and community organisations to develop and improve their services.

Conference delegates then viewed The Victim's Voice DVD depicting victim's experiences and hopes for future which included interviews with the widow of PC Geoff Kerr from Radio Ulster GMU, Harry Holland's family on UTV Live and an interview with Marie Rankin's daughter on BBC News Line.

This was followed by a discussion and feedback session facilitated by Brendan McGuigan, Deputy Chief Inspector, CJI and hosted by Susan Reid, Chief Executive, Victim Support Northern Ireland. The session was used to identify practical applications to take forward in improving the experience of victims and witnesses.

Dr Michael Maguire then brought the event to a close.

Full transcripts of the conference speeches can be found in the Conference Spec 2012 available from the 'Publications' page of the CJI website – www.cjini.org.

Information Assurance

Following the devolution of policing and justice matters, CJI has aligned itself with the Information Assurance arrangements in place within the Department of Justice. These arrangements mirror policies and procedures in place within other departments in the Northern Ireland Executive.

CJI continues to comply with the Information Assurance Action Plan implementing security polices and guidance.

CJI further complies with quarterly Accreditation and Risk Management reports in line with the Department of Justice Security Policy framework.

In November 2011 CJI was granted full accreditation from its sponsoring department, The Department of Justice for its IT system. This accreditation is valid until June 2014.

This ensures that CJI's Information, Communication and Technology systems are processing protectively marked information in the correct way.

CJI Equality Scheme and Action Plan

During the period from August to October 2011 Criminal Justice Inspection published its revised Equality Scheme together with its Equality Action Plan for consultation. The Scheme sets out how CJI proposes to fulfil its statutory duties and was drawn up in accordance with Section 75 and Schedule 9 of the Northern Ireland Act 1998 and Equality Commission guidelines. Section 75 of the Northern Ireland Act 1998 (the Act) requires public authorities, in carrying out their functions relating to Northern Ireland, to have 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 Act.

Business Support

CJI's Business Support Team is currently made up of six members of staff who provide a range of functions including finance, personnel, IT, inspection and business and communication support. The Business Support Team continues to maintain their on-going efforts to improve existing systems and processes to support CJI's management team and Inspectors and maintain an efficient, effective organisation.



Brendan McGuigan

Chief Executive and Accounting Officer

29 June 2012



Dr Willie McCarney

CJI Audit Committee Report 2011-12

The Audit Committee held three meetings in the current financial year: 7 June 2011, 15 September 2011 and 26 January 2012.

The June meeting noted that Audit Committee Minutes are now being uploaded to the CJI website. The Committee welcomed a clean Audit Report. The Risk Register was reviewed. The Audit Committee's 'Self-Assessment Report' was approved. It was agreed that, because of the nature of the work carried out by CJI there will be occasions when CJI needs to carry out Direct Award Contracts (DACs). These occasions should be exceptional and a clear business case must be provided in writing to justify the use of a DAC, with approval secured from DoJ's Permanent Secretary *via* Access to Justice Directorate (Sponsor Division) before proceeding. The Chair said everyone will be facing extremely difficult times over the next few years with budget cuts. CJI will strive to reduce costs and cut overheads without a reduction in staff and without compromising the high standard of reports. It was agreed that the Audit Committee should meet four times a year.

When we met in September, the Audit Committee worked on the schedule for quarterly meetings. The following standing agenda items will feature at all forthcoming meetings: a report summarising any significant changes to CJI's Risk Register; a progress report from management on the implementation of Northern Ireland Audit Office and Internal Audit recommendations; a report from management as to whether there have been any whistle blowing and fraud issues; a report from management on any direct award contracts during the period; and a report summarising the expenses submitted by the Chief Inspector and Deputy Chief Inspector.

A schedule was set for the next four meetings:

The **Winter** meeting to take place on 26 January 2012 with the following additional items added to the agenda: consideration of internal audit reports; review of Audit Committee Terms of Reference; review of CJI's gifts and hospitality register.

The **Spring** meeting to take place on 26 April 2012 with the following additional items added to the agenda: consideration of the Internal Audit Strategy and approval of Internal Audit Plan for the forthcoming year; consideration of the internal audit annual assurance report for the preceding financial year.

The **Summer** meeting to take place on 7 June 2012 with the following additional items added to the agenda: the Audit Committee's annual report to the Accounting Officer to be agreed; a verbal review and consideration of the draft accounts including any changes to accounting policies; consideration of the draft Statement of Internal Control (SIC); discussion on the implications of the result of the Chief Executive's review of effectiveness of the system of internal control in relation to the SIC; consideration of the draft report to those charged with governance (RTTCWG) from the NIAO.

The **Autumn** meeting to take place on 13 September 2012 with the following additional items added to the agenda: consideration of the NIAO's opinion for the previous year; consideration of the NIAO's letter and final report to those charged with governance (RTTCWG); consideration of the Committee's own effectiveness in its work.

The September 2011 meeting noted that ASM have been awarded a one-year extension with the option to extend for a further one year. Their Strategic Internal Audit Plan for the next two years was approved. The Committee considered the NIAO's 10-11 RTTCWG and welcomed the unqualified accounts.

The January 2012 meeting was the first under the new dispensation, with a pre-determined agenda, as agreed on 15 September 2011.

The Committee received a progress report from management on the implementation of NIAO and internal audit recommendations. All recommendations had been implemented. The Committee congratulated CJI on their quick response. The Accounting Officer said that the ISO processes encouraged an efficient turn around of recommendations. He said ISO was audited on Friday 20 January. The feedback was extremely positive with no Non-Conformances and only seven minor Areas for Improvement.

The Committee reviewed their Terms of Reference and considered the appropriate period of tenure for the Independent Representatives. It was agreed that this should be a maximum of two three-year periods.

A DoJ spokesman briefed the Committee on changes expected in the next few years for NDPBs reporting on financial processes.

The NIAO representative briefed the Committee on the Audit Strategy for 2012.



Dr Willie McCarney
Chair of CJI Audit Committee
 April 2012

Objectives of the Criminal Justice System in Northern Ireland

Constituents of the Criminal Justice System

The criminal justice system in Northern Ireland comprises seven main agencies:

- The Department of Justice (DoJ);
- The Northern Ireland Courts and Tribunals Service (NICTS);
- The Northern Ireland Prison Service (NIPS);
- The Police Service of Northern Ireland (PSNI);
- The Probation Board for Northern Ireland (PBNI);
- The Public Prosecution Service (PPS); and
- The Youth Justice Agency (YJA).

There are also a number of smaller agencies such as Forensic Science Northern Ireland and the State Pathologist's Department which are essential elements of the system.

By contrast, there are other agencies such as HM Revenue and Customs and the Serious and Organised Crime Agency (SOCA), that are important players in the criminal justice system but which are excluded from the remit of CJI.

Ministerial responsibility

The Minister of Justice was responsible during this financial year for all aspects of the criminal justice system apart from the judiciary and Public Prosecution Service, which is a non-ministerial department funded through the Northern Ireland Assembly.

During the financial year the Minister of Justice continued to host the Criminal Justice Delivery Group through which he held regular meetings with the Director of Public Prosecutions in the Public Prosecution Service and the Chief Constable of the Police Service of Northern Ireland. The Minister also regularly met with the Attorney General for Northern Ireland.

Government objectives for the Criminal Justice System

The policies in force during this financial year are set out in the Department of Justice's addendum to the Programme for Government which can be found at http://www.dojni.gov.uk/index/publications/doj_addendum_to_pfg.pdf

Inspection Reports and Action Plan Reviews/Inspection Follow-Up Reviews

This section summarises the findings of inspection reports published by CJI in 2011-12. During this financial year, CJI published 16 Inspections and eight Action Plan Reviews/Inspection Follow-Up Reviews fulfilling its commitment to revisit each inspection report to assess progress against recommendations made and agreed by the various agencies within the criminal justice system.

It should be noted that some major pieces of work undertaken by CJI in 2011-12 are not due to be published until the 2012-13 financial year. They include CJI's inspection of Giving of Reasons by the PPS, the use of Special Measures in the Criminal Justice System, PSNI Workforce Modernisation, Anti-Social Behaviour, Management of indeterminate sentence prisoners in Northern Ireland and Policing with the Community.

INSPECTION REPORTS

PSNI Customer Service

This inspection focused on how service users were dealt with by the PSNI, how their needs were met and how this could impact on the outcomes for both the individual and the organisation. The report highlighted the need for the PSNI to deliver against its stated intent of delivering personal, professional and protective policing to local communities.

The inspection found that overall customer service was taken seriously by senior management within the PSNI. CJI commended the commitment shown to improving police engagement with local communities by the Chief Constable and welcomed the ongoing work to translate this vision of personal, professional and protective policing into day-to-day service delivery.

However, Inspectors found evidence that in the absence of widely understood guidance and direction about what this meant for service delivery, some police districts had developed their own strategies and approaches. This initial lack of clarity meant the Chief Constable's commitment was being interpreted in different ways across some districts which could lead to a lack of consistency for those receiving a service from the police.

Inspectors recommended a need for a clear communication strategy as to how the PSNI intends to deliver against this commitment. This strategy was being developed by the PSNI at the time of the inspection. It was also recommended that delivery should be underpinned by better co-ordination of other improvement projects across the organisation.

The inspection indicated an inconsistent approach in the Police Service in handling telephone calls and how victims of crime were updated and kept informed. This was a common source of dissatisfaction from stakeholder organisations, members of the public and victims of crime. The PSNI had begun a work programme to address these issues around contact management and Inspectors look forward to the outcomes. This work has been followed up in an inspection of Contact Management, which will be published next year.

The inspection report also highlighted the need for the PSNI to make customer service central to the work of all staff by ensuring it is embedded in its performance management and development system.

Lead Inspector: Rachel Lindsay
Publication date: May 2011

Securing Attendance at Court

The importance of securing the attendance of victims, witnesses and defendants at court to allow criminal cases to proceed without delay was highlighted in this inspection report.

The report looked at the ways the PSNI, the PPS and the NICTS worked to ensure victims, witnesses and defendants were present at court.

The attendance of victims, witnesses and defendants in criminal cases is central to the efficient and effective operation of the courts.

It is often the case that when one or more of the key individuals are not present, adjournments occur which slows the justice system down and increases costs.

Inspectors found that communication could be improved and the exchange of contact information for victims and witnesses between the PSNI and the PPS was not as effective as it could be.

Improving the PPS's access to the PSNI's computerised duty system has also been recommended as a way of helping it quickly ascertain the availability of police officers required to attend court. This would reduce the time and resources spent by the PSNI and the PPS staff in securing this information.

The inspection also looked at ways in which the PPS could improve the training provided for staff to ensure those involved in liaising with victims and witnesses could provide an improved level of service.

The report recommended that the PPS also review the working practices and accessibility of staff involved in contacting victims and witnesses along with the technology available to them to further improve attendance rates at court.

Lead Inspector: Dr Ian Cameron
Publication date: June 2011

Public Protection Arrangements Northern Ireland (PPANI)

The management of serious offenders in the community is a high profile and important aspect of the criminal justice system. However it cannot provide the total containment afforded by imprisonment. While no set of arrangements can eliminate risks completely, it is imperative the agencies do all that is reasonably possible in this important area of their work.

Inspectors were pleased to report progress by each of the agencies involved in delivering the public protection arrangements and it was evident that previous inspection recommendations had been implemented.

Introduction of legislation which placed public protection arrangements on a statutory footing has been beneficial in the management of sex offenders. Other improvements included increased use of court orders to manage sex offenders, greater consistency in practice and improved managerial oversight.

Development of a co-located Public Protection Team - which is staffed by experienced police and probation officers working together to manage offenders who are assessed as posing the highest risk, and requiring the most intensive level of supervision - was welcomed as it has provided a level of reassurance that did not previously exist.

PSNI officers involved in public protection work were more confident; more experienced and had access to better resources than before.

The PBNI was found to invest a significant amount of financial and human resources in offender management and the contribution of Social Services had significantly improved through the involvement of dedicated personnel.

The important contribution made by Northern Ireland's hostels in support of PPANI was also commended. However, the NIPS need to improve its contribution to the PPANI process through greater engagement with PPANI training and strengthening its delivery of Offending Behaviour Programmes.

Inspectors highlighted that while new PPANI procedures have raised the profile of victims, staff must ensure they do not become focused solely on the process of risk management and strive to keep victims at the heart of their work.

Inspectors made 13 recommendations aimed at consolidating progress. These included two strategic recommendations, the first of which relates to chairing the PPANI Strategic Management Board. The second addresses the inclusion of potentially dangerous persons within the PPANI framework. It aims to lessen the burden on the PSNI which has responsibility for managing the risk posed by the majority of these offenders, while ensuring the critical few who merit PPANI supervision continue to be included.

Lead Inspector: Tom McGonigle

Publication date: June 2011

Pre-Sentence Reports

The high quality of Pre-Sentence Reports (PSRs) prepared by the PBNI has been recognised in this report.

A PSR is provided by the PBNI at the request of a Judge prior to sentencing. The PSR provides an analysis of offending behaviour, risk of harm and information on the range of available disposals that might be appropriate to the offender.

The aims of the inspection were to consider how the Probation Board assures quality control of PSRs, maintains continuous improvement and meets the demands of the users.

Whilst, the supervision and resettlement of offenders post-release is rightly seen as the major role of Probation, PSRs have a major impact on the outcomes for the offender pre and post-sentence as well as for the public at large.

Each year around 6,000 PSRs are provided to the court giving an assessment of the nature and causes of defendants' offending, the likelihood of re-offending, the risk of harm to the public, information on the range of appropriate disposals, areas to be addressed and additional measures.

The conclusions from the inspection were that PSRs provide Sentencers (primarily District Judges) with a high quality and objective assessment of an offender's likelihood to re-offend, an assessment of the risk of harm and a range of sentencing disposals to be considered. In surveys of Sentencers satisfaction levels exceeded 90% across a range of metrics.

The inspection concluded that there were clear arrangements in place for the quality control of PSRs and that there was a high degree of concordance between sentencing options and the options given in the PSR. The report also identified that with the demand for PSRs increasing the Probation Board faces challenging timescales to complete the reports within a robust quality assurance framework and ensure that they continue to be positively received by the courts. In 2010-11 99% of PSRs were delivered within the time set by the Judge (about 23 days from court hearing).

The PBNI accepted the Inspectors' recommendations to increase the use of Specific Sentence Reports (SSRs), where appropriate, and to engage with the Department of Justice concerning the potential use of PSRs as a vehicle towards influencing Community Sentence Orders.

Increasing the use of SSRs from the current level of 5% of reports to 35% is more cost effective as it meets the needs of the Judges in court with a reduced input from the PBNI and faster turnaround time. This will not only make better use of PBNI resources it will also assist the delivery of court business.

Lead Inspector: Stephen Dolan

Publication date: June 2011

Use of Legal Services by the criminal justice system

This report showed that the criminal justice organisations spent almost £300 million on legal services over a three year period from 2007-08 to 2009-10. This was separated into £155 million on defence criminal legal aid, £106 million expenditure by the PPS and an additional £36 million to meet the civil and corporate needs of other justice organisations.

The aim of the inspection was to examine the procurement and use of legal services by the justice organisations; and to assess the use of legal services, including prosecuting counsel, by the PPS. The inspection did not specifically focus on legal aid expenditure, other than to assess its impact on the prosecution and its fee arrangements. A separate and parallel report on legal aid was published by the Northern Ireland Audit Office in June 2011.

One of the notable features in the purchase of private sector solicitors and barristers is that the procurement practices lack the disciplines used and expected for other professional services. Standard competitive tendering arrangements are embryonic (used mainly for the services of solicitors) with costs determined by a range of different fee structures which have lacked transparency and predictability and have resulted in higher than anticipated expenditure within the justice system. A significant and sustained improvement in value for money requires a more co-ordinated and consistent approach by public sector buyers. The Chief Inspector considers that the Department of Justice is best placed to take a lead in this regard.

The inspection report drew on existing research and analysis which found that the cost of legal services in Northern Ireland, for both the defence

and prosecution, exceeded the fee levels of equivalent cases in England and Wales. For example, a sample of cases in 2008 showed that prosecution fees in Northern Ireland were 30% more expensive than those paid to prosecuting counsel in England and Wales. Inspectors can see no justification for legal costs (defence and prosecution) which are so different within the UK. Neither the cost of living nor the overheads of professional practice appear to be significantly different between Northern Ireland and England and Wales - indeed some costs are lower in Northern Ireland.

The inspection report highlighted the differential payments made to defence and prosecution counsel in Northern Ireland with the defence paid up to 30% more – the equivalent gap was 19% in England and Wales. This disparity puts the PPS at a disadvantage when seeking to instruct counsel. The impact of the different fee arrangements is exacerbated by the significantly greater availability of two counsel for the conduct of defence cases compared to the prosecution and the higher than expected number of legal aid cases which attracted uplifts to the standard fees. The report recommends that the PPS and the NICTS should work towards a convergence in fees paid.

Arrangements for the quality assurance of legal services were found to be weak and Inspectors found little evidence of any formal monitoring of quality and therefore limited scope to deal with issues of under-performance. The quality of advocacy in court has been incorporated into the Inspectorate's work on governance and quality of advocacy in the PPS.

Lead Inspector: James Corrigan

Publication date: June 2011

Youth Diversion

Youth Diversion in Northern Ireland is an important element in the overall approach to youth justice. Preventing young people from becoming involved in offending behaviour, or diverting them away from the formal justice system is not just an issue for the criminal justice system but one for the whole of society. It also involves a wide range of government departments including Education, Health and Social Services.

This inspection examined the role of the criminal justice agencies in dealing with young people who have offended and who meet the criteria for diversion as an alternative to prosecution.

Inspectors observed that the approach adopted in Northern Ireland is one largely based on restorative practice which seeks to avoid criminalising young people early in their lives. Youth Diversion based on restorative practices, is well embedded in policing principles through the system of informed warnings and restorative cautions which are administered by the PSNI Youth Diversion Officers. The re-introduction of 'police discretion' which allows Officers to deal with low-level incidents involving young people promptly, without recourse to the formal justice system, is also welcomed.

In addition, the appointment of specialist youth prosecutors by the PPS will ensure that any decisions taken about how best to deal with a criminal offence is made in the knowledge of all the relevant facts.

Approximately 1% of young people who commit crimes go on to receive custodial sentences in Northern Ireland – a figure which compares favourably with England and Wales where over the last three years between 3%-5% of young people involved in crime received a period in custody.

While Inspectors welcome this approach and the steps taken to minimise the number of young people receiving a period of detention, the report found that the low age of criminal responsibility in Northern Ireland, which currently sits at 10 years of age, was an issue. As a result, Inspectors recommended that the issue of the age of criminal responsibility be included in the review of the youth justice system which will report before the end of this summer period.

Inspectors also called for the treatment of young people from either a 'looked-after or cared for' background to be monitored to ensure that young people in such situations received equal treatment. Young people from a 'looked-after or cared for' background are currently over-represented in the formal justice system therefore it is important to ensure they are receiving the same level of leeway they would experience in a family environment and that prosecution or reporting is not a first response to offending behaviour.

In an effort to strengthen existing arrangements, Inspectors have called for greater buy-in and co-ordination of effort across all Government departments to be incorporated into the 10-year Strategy for Children and Young People published by the Office of the First Minister and Deputy First Minister.

Lead Inspector: Bill Priestley

Publication date: July 2011

Parole Commissioners Corporate Governance

Parole Commissioners are responsible for life-changing decisions in relation to the release of prisoners back into the community. Their decisions impact not only on the lives of individual prisoners but the wider community also, and they are a significant component of the criminal justice system public protection arrangements. Originally constituted as the Life Sentence Review Commissioners, their role changed in 2008 with

the introduction of Extended Custodial and Indeterminate Custodial Sentences, and subsequently Determinate Sentence recalls.

The Parole Commissioners for Northern Ireland are independent and free from Executive interference in relation to the individual decisions they make. In this inspection CJI respect this independence and offered no comment on the decisions made in relation to individual prisoners. The issue of '*independence*' however raises a number of important questions about the future operation of the Parole Commissioners.

The inspection, which examined the governance arrangements in place within the organisation, found that the current model created a potential conflict with the judicial nature of the Commissioners' work. It clearly states that the current operational model underpinning the work of the Parole Commissioners would be better served if they were reconstituted as a tribunal within the auspices of the Northern Ireland Courts and Tribunals Service. The report also identifies the significant costs (almost £8,000 per case in Northern Ireland) associated with the work of the Parole Commissioners in Northern Ireland, the potential for greater cost increases and delay in the decision-making process as numbers to be assessed increase. At the very least, this raises the question about the efficacy of the processes currently in place to support decision-making and the ability to assess the outworking of the Department of Justice Sentencing Framework Initiative.

It could be argued that such expenditure is a small price to pay given the important work undertaken by the Parole Commissioners and their criticality to public protection arrangements. The problem is that the cost basis of the Parole Commissioners is out of step with similar organisations elsewhere. The cost per case in Northern Ireland is also significantly higher than that of Scotland or England and Wales.

The report also focused on the need for improved case management, an extension of the use of ICT facilities, improved performance management and for the Parole Commissioners to work more closely with the NIPS and PBNI to improve existing processes.

Our inspection report charts a way forward that maintains the independence of the Parole Commissioners while developing the necessary governance arrangements that are in place for organisations elsewhere. These arrangements are necessary for the delivery of a value for money service, efficient management processes and good governance.

Lead Inspector: Stephen Dolan
Publication date: September 2011

Office of the Police Ombudsman for Northern Ireland

On 5 September CJI published its report into the operational independence of the Office of the Police Ombudsman for Northern Ireland (OPONI).

The Police Ombudsman had asked the Chief Inspector of Criminal Justice to undertake an urgent independent review of the relationship between the OPONI and the PSNI. This followed allegations made by the OPONI Chief Executive of a *'significant lowering of the professional independence between our operations (OPONI) and those of our key stakeholder, the PSNI'*.

The terms of reference of the CJI inspection were to *'assess the operational independence of the Office of the Police Ombudsman in its relationship with the PSNI and examine any specific issues that could be said to undermine the independence of the Office'*. Our report set out the findings, analysis and recommendations of the inspection based on fieldwork which took place during May and June 2011.

Inspection fieldwork comprised interviews with the Police Ombudsman, senior officials in the OPONI and a range of other staff including investigators and administrators. The former Police Ombudsman, a former Director of Investigations and a former Senior Investigating Officer were also interviewed. A range of statistical data was examined along with administrative records, current and historical investigation reports and correspondence including e-mails.

Members of the Committee on the Administration of Justice, the British Irish Rights Watch and The Pat Finucane Centre were interviewed. Families' legal representatives, the PSNI Chief Constable and other senior PSNI officers were also spoken with.

Inspectors reviewed investigation reports as part of this inspection to obtain a view as to whether the operational independence of the OPONI had been reduced. Inspectors are not investigators and this exercise did not amount to the reinvestigation of any specific reports.

The inspection report made a number of findings. Firstly, that the legislative base for the work of the Ombudsman is solid and provides the necessary framework for the operation of an independent police complaints body. Moreover, there are a number of operational protocols in place that help to define the nature of the relationship between the OPONI and the Police.

The inspection identified a number of significant concerns over the ways in which the Office conducts investigations into historical cases. These included an inconsistent investigation process, a varied approach to communication with stakeholders and differences in how reports were quality assured.

The report concluded that the flawed nature of the investigation process in historic cases,

divisions within senior management and concerns around the handling of sensitive material had undermined confidence in the work of the OPONI among some staff and key stakeholders. These issues had led to a lowering of the operational independence of the Office.

The report made six recommendations for change. Critical amongst these is that the OPONI should suspend historical case investigations, except those currently being pursued jointly with the PSNI, until the Strategic Plan for the Historic Investigations Directorate has been adequately resourced and becomes fully operational.

Lead Inspector: Bill Priestley
Publication date: September 2011

Hydebank Wood Young Offenders' Centre (YOC) and Hydebank Wood Women's Prison (Ash House)

These two inspections were carried out in collaboration with HM Chief Inspector of Prisons, the RQIA and the ETI, and were unannounced follow-ups to full inspections carried out in 2007.

The main finding was that great efforts had been made by staff and small improvements gained, but further progress cannot be achieved within the present regimes operating in both facilities. While improvements are welcome, they are no substitute for the substantial overhaul required in both centres.

There were too many lock-downs, there was insufficient work to keep prisoners occupied and association regularly started late and finished early. Punishments for disciplinary offences were too severe for young men and security measures were not sufficiently intelligence-led.

Both reports reiterated previous views that, in the case of Ash House, the NIPS should create, 'a separate and dedicated women's facility, without which the needs of this vulnerable population are

unlikely to be properly met;' and that Hydebank Wood YOC is 'quite simply an unsuitable place to hold children under the age of 18.'

These situations have not changed and our considered recommendations remain. Furthermore, we believe that the education services in both facilities need to be tailored to the particular needs of prisoners in both the Women's Prison and Hydebank Wood. This could best be achieved by collaboration with external education and training providers – such as further education and/or work-based learning suppliers.

The health needs of young male offenders and women prisoners were not properly met as health services were under-resourced and poorly managed. The mental health needs of prisoners were 'a particular concern', as was the lack of opportunity for them to spend time in the open air and to participate in exercise.

The reports make 100 recommendations in respect of the Young Offenders' Centre, and 90 in respect of the Women's Prison.

Lead Inspector: Tom McGonigle
Publication date: October 2011

Prisoner Resettlement by the NIPS

The inspection of the NIPS Prisoner Resettlement services found that while the process of helping offenders resettle has improved, positive outcomes for prisoners are less obvious.

The introduction of legislation - the Criminal Justice (Northern Ireland) Order 2008 - has made a real difference and the report noted structural and practical progress that the Prison Service had made in several areas:

- additional staff, over half of whom were non-prison service employees, had been allocated to help prisoners resettle;
- the regimes for women prisoners and life

- sentence prisoners had improved;
- greater numbers of prisoners were involved in resettlement planning and prison officers were interacting more supportively with them;
 - there were better arrangements with voluntary organisations to support prisoners preparing for release;
 - delivery of drugs and alcohol services had become more consistent; and
 - greater effort was being invested in meeting the needs of short term and remand prisoners.

However, successful delivery of resettlement services continued to be hampered by inefficient working practices and a dominant security ethos within the NIPS.

The inspection made the significant point that the Prison Service cannot deliver resettlement alone. It has to work with whomever the courts send into custody, and it is very difficult to 'resettle' people whose lives were frequently in chaos before entering prison. The concept of encouraging and promoting prisoners' citizenship rather than reducing it, and providing them with the rights, apart from their liberty, of free citizens, remains a political and societal challenge.

These are issues for politicians, other government agencies and wider society to address. In this respect there is considerable scope to reduce the Northern Ireland prison population by speeding up the process of justice for remand prisoners and by reducing the numbers of fine defaulters entering prison. These steps would impact positively on the resettlement prospects of the remaining population.

Inspectors made 22 recommendations for improvement and encouraged the NIPS to incorporate them in its Strategic Efficiency and Effectiveness (SEE) Programme that is designed to deliver major reform.

Lead Inspector: Tom McGonigle
Publication date: October 2011

Woodlands Juvenile Justice Centre (JJC)

The inspection was carried out by a multidisciplinary team from CJI, the RQIA and the ETI.

Inspectors commended the professional practice and continued improvements at the JJC. They concluded that it provides high levels of care and control to children who are sent into custody, and is fulfilling its legislative remit to '*Protect the public by accommodating children ordered to be detained therein in a safe, secure and caring environment; and work to reintegrate children into the community.*'

They were impressed by prompt access to healthcare, individualised education packages, detailed case planning with close involvement of families, and very low rates of physical restraint compared to similar providers. The food was good, children could individualise their rooms, and high levels of personal hygiene were facilitated.

The JJC can offer around 25 hours of education each week per child, which is to be commended given the relatively short periods of time that children stay there.

While Woodlands cares for children, it is first and foremost a custodial centre. In this respect the buildings were well maintained and security was good. Feedback from partner agencies and community providers on the work of the centre was positive and it was recognised as a model of good practice.

In total, the report makes 17 recommendations for improvement. The main recommendations involve other agencies besides the JJC.

The report recommends that all 17-year-old boys should be transferred from the Young Offenders Centre (YOC) at Hydebank Wood to the JJC. Girls have not been held in a YOC since 2008, and while the process has begun for boys, it needs to be completed. This would make best use of the JJC

resources and provide a better overall service in relation to the custodial care of children in Northern Ireland.

This process would be greatly assisted by reducing the numbers of children being sent to the JJC on remand and on foot of Police and Criminal Evidence proceedings, as well as speeding up the process of youth justice - matters which are beyond control of the JJC.

Lead Inspector: Tom McGonigle
Publication date: November 2011

The Care and Treatment of Victims and Witnesses

This is the third inspection report into the experience of victims and witnesses conducted by CJI since 2005. Of the 37 recommendations made in the initial report only two remain outstanding.

Changing the ethos of the criminal justice system in Northern Ireland so that it becomes more service centred in how it engages with victims and witnesses would be a major step forward in reducing continuing levels of dissatisfaction.

While there have been improvements in the way the criminal justice system treats victims and witnesses, Inspectors remain concerned about the significant minority who are dissatisfied. This is the thrust of the inspection report.

CJI's role is to provide independent scrutiny of the conditions for and treatment of, users of the criminal justice system, in particular victims and witnesses, children and young people, prisoners and detainees.

There have been improvements in the way the system interacts with and treats victims and

witnesses but there remain a significant number of people who feel dissatisfied given their experience.

Inspectors heard numerous accounts from victims and witnesses who spoke of 'delays' in the system, poor communication and updating on case progression, a lack of co-ordination between the agencies and a general lack of support as people progress through the justice system.

The report urges justice organisations in Northern Ireland to make an extra effort to be responsive, engage with and deal with the issues raised by victims and their families as they undertake their work.

At a strategic level there are six recommendations, amongst which, a need was identified for improved co-ordination across the justice agencies and 'victims champions' within each justice organisation. The report recommended the establishment of Witness Care Units (WCUs) like those already working in England and Wales.

In addition, there is a need for better clarity of responsibility in relation to who is accountable for meeting the needs of victims as they progress through the justice organisations. A common issue raised was the need for improved communication and updating on progress.

At an operational level the inspection also identified a need for improved consistency of service within the PSNI, improved communication by the PPS and better case management across the entire justice system to reduce the problems of avoidable delay.

Lead Inspector: Derek Williamson
Publication date: December 2011

Learning and Skills provision by the Northern Ireland Prison Service

In February 2012 Criminal Justice Inspection Northern Ireland and the ETI published a joint report on the NIPS provision of learning and skills for prisoners. This inspection confirmed longstanding concerns about the quality of prison education, and identified a deteriorating situation.

The system was failing not only prisoners, but wider society as a whole. With more than 60% of prisoners below minimum levels in literacy and numeracy, too few were being helped to address their deficits. This was deemed unacceptable as learning and skills should be a major element in the rehabilitation of prisoners.

Pockets of excellence and innovative practice were identified, such as outsourced Essential Skills provision delivered by the North West Regional College in Magilligan Prison. The report also recognised that the real barriers to learning and skills delivery, whether in relation to Essential Skills or to wider vocational training, were a number of restrictive institutional and security practices. While Inspectors have previously made numerous recommendations to improve education for prisoners, progress has been negligible for a variety of reasons, including the low status afforded to Learning and Skills by the Prison Service.

Effective collaborative partnerships with external providers were identified as an important part of the way forward in delivery of Learning and Skills within the unique context of prisons. CJi and the ETI suggested they would offer the NIPS a range of options to better prepare prisoners for competing in the employment market after release.

The Chief Inspectors of CJi and the ETI recommended a vigorous joint ministerial approach should be adopted to improve prisoners'

Learning and Skills opportunities via three subsidiary aims: more of the provision should be outsourced - this could be done by either public or private sector providers. They also recommended a managed service solution should be implemented for prison IT systems; and that a senior manager should be appointed to elevate the role of Learning and Skills within the Prison Service.

Lead Inspector: Tom McGonigle

Publication date: February 2012

Protocol for Joint Investigation of Alleged and Suspected Cases of Abuse of Vulnerable Adults

In February 2012 CJi and the RQIA jointly published a review of the Implementation of the Protocol for Joint Investigation of Alleged or Suspected Cases of Abuse of Vulnerable Adults. The protocol was launched in 2009 and aims to protect vulnerable adults through the promotion of a multiagency approach to investigation involving health and social care trusts, the PSNI and the RQIA.

The review assessed progress made by those involved in the implementation of the protocol since its introduction. The review team noted that effective working relationships had been established at operational and strategic level within the partner organisations, particularly between trusts and the PSNI. This was helping create the conditions where vulnerable adults are being protected and where offences involving them are being investigated appropriately by both police officers and social services staff.

The establishment of a Local Adult Safeguarding Partnership in each trust had fundamentally changed the governance of adult protection services. In addition, the workstreams under the NI Adult Safeguarding Partnership had brought a clearer focus on the safeguarding and protection of vulnerable adults.

The report recommended that all organisations need to ensure information is recorded in a consistent manner on the forms laid out within the protocol including those considering the human rights of vulnerable adults.

The report made a range of recommendations for those organisations involved, reinforcing the need to adhere to guidance within the protocol in relation to governance, training and record keeping. The review team also recommended that the protocol be kept under review to ensure that learning and emerging legislation in this area is taken into account.

Lead Inspector: Brendan McGuigan
Publication date: February 2012

Roe House, Maghaberry Prison 2010 Report & 2011 Review (an unannounced inspection of infection and prevention and hygiene)

A number of separated prisoners in Roe House Landings 3 and 4 had been on a 'Dirty Protest' during the summer of 2010. On the 8 July 2010 Inspectors from CJI and the RQIA conducted an unannounced inspection of Roe House with particular regard to Infection Prevention and Hygiene.

Inspectors acknowledged that this was a very difficult situation for both staff and prisoners and the measures implemented by the prison service were not dealing adequately with the risks of infection and maintenance of safe hygiene standards. The report made 53 recommendations aimed at improving the conditions for both staff and prisoners.

In August 2011 a further unannounced inspection was undertaken by a joint team from CJI and the RQIA to assess both the progress made by the NIPS in response to the recommendations and to observe the conditions within Roe House Landings 3 and 4.

Inspectors reported that improvements had been made in the management of cleaning processes and cleanliness of the environment at Roe House. Of the 53 recommendations for improvement made in July 2010, 14 had been achieved (26%), 22 partially achieved (41%) and 17 not achieved (33%).

The August 2011 report made 38 recommendations for improvement, the majority of which stemmed from the earlier inspection. Inspectors assessed that continuous work is required by the NIPS to minimise the potential for transmission of infection.

Lead Inspector: Brendan McGuigan
Publication date: March 2012

Full copies of all CJI inspection reports can be found in the 'The Inspections' page on the CJI website – www.cjini.org.

ACTION PLAN REVIEWS/ INSPECTION FOLLOW-UP REVIEWS

Community Based Restorative Justice Ireland

In August 2011 the Inspectorate published a follow-up review of the Community Restorative Justice Ireland, Community Based Restorative Justice schemes operating in Belfast and Derry/Londonderry. The original inspections were conducted in 2007 and 2008 and the review followed up on recommendations contained in the previous reports.

The overall assessment was that the schemes had come a long way in the last four years and have established good working relationships not only with the police and probation services in particular, but also with a large range of other statutory agencies. They had been actively promoting community support for the PSNI, had provided valuable assistance in a number of serious crime investigations and were helping some challenging offenders reintegrate back into the community with their subsequent rehabilitation.

Inspectors were disappointed with the fact that only one case had been processed through the Government's Protocol and suggested that it should be reviewed. The report noted the other initiatives that the DoJ was considering where the scheme's restorative justice skills could be used in dealing with young people who are subject to youth conference plans.

The schemes were continuing to integrate themselves into the community safety fabric of the areas in which they operate and play a prominent role. They were also helping their communities deal with the increasing number of threats and intimidation by dissident republican groups.

Inspectors noted that some political representatives remained critical of the schemes and argued that key figures within the schemes were politically partisan, a perception which was fuelled by the inability of CRJI to attract individuals from different political backgrounds to join the management committees of its community based restorative justice schemes.

CRJI was urged to undertake additional work around its complaints policy to ensure its effectiveness to meet the standards that can be reasonably expected of a voluntary or community organisation working within the justice sector.

Lead Inspector: Brendan McGuigan

Publication date: August 2011

Enforcement in the Department of the Environment

This follow-up review looked at areas of enforcement in the Department of Environment (DoE), together with the Planning Service, the Northern Ireland Environment Agency, and the Driver and Vehicle Agency.

The report stated that 30% of the recommendations were achieved while a further 46% were partially achieved and the other recommendations were either not achieved or rejected.

One of the notable enforcement successes has been the work of the Environmental Crime Unit in the Northern Ireland Environment Agency, which has specifically targeted the most serious waste offenders through a combination of criminal prosecutions and confiscation of assets proceedings. It is CJI's view that the Unit should be strengthened to take on responsibility for a broader range of waste and other environmental crimes.

Inspectors noted the improvements made to enforcement within the Planning Service, particularly with regard to the development of its regional enforcement teams and the significant reduction in the backlog of enforcement cases. The report cautioned that austerity measures should not be used as an excuse to undermine the good work achieved to date.

The Driver and Vehicle Agency has reduced vehicle excise duty (road tax) and MOT evasion to levels more comparable to England and Wales. The main concern relates to the enforcement of commercial vehicles, which has road safety implications for all road users.

Enforcement staff across each of the DoE agencies have demonstrated a strong commitment to protecting the environment and improving road safety but expressed concern that their enforcement activities were not providing an effective deterrent, particularly in profit motivated crime.

The follow-up report also reiterated CJI's wish to see greater protection for enforcement within government departments, including more transparency in the implementation of enforcement policy and the decision-making process for prosecutions.

The response and action plan of the Department of the Environment to the follow-up review on Enforcement was received by CJI in March 2012. The Minister welcomed the CJI assessment report on progress against the 12 recommendations and emphasised that enforcement is now given higher priority across the Department with more robust enforcement measures taken in relation to illegal dumping of waste, pollution offences and road traffic offences.

Lead Inspector: James Corrigan
Publication date: November 2011

Avoidable Delay: A Progress Report

In June 2010 CJI published a report into avoidable delay in Northern Ireland. The main conclusion of the report was that the length of time it takes to process defendants through to disposal by a court was too long and compared unfavourably with neighbouring jurisdictions. It was agreed that CJI would provide the Minister with an annual progress report. The first of these reports was published in January 2012.

The focus of the progress report was on the performance information – i.e. the length of time taken to process cases through the justice system. The main conclusion of the report was that despite a range of activities, there has been a deterioration in Crown Court cases and a significant deterioration in the average end-to-end times for adult and youth Magistrates' Court summons cases since the last inspection. The exception was charge cases which continued to improve over the past four years.

The average amount of time taken to process a Crown Court case has increased from 406 days in 2009-10 to 439 days in the first half of 2011-12; adult summons cases have increased from 220 days in 2009-10 to 270 days in 2011-12. Of greater concern is that youth summons cases have increased from 256 days to 289 days.

The problem of avoidable delay goes to the heart of the justice system as it involves all the major justice organisations and their interaction together. It has a particular impact on victims and witnesses (particularly young people) and overall public confidence in the justice system. A recent inspection into the care and treatment of victims and witnesses found that delay was the single most unforgiving concern heard by Inspectors.

The report highlights how delay is present in the justice system; the file quality of the PSNI needs to improve, case management and progression

within the PPS could be better and case readiness in court needs to improve in order to reduce the high number of adjournments.

The delays associated with the service of court summonses has significantly increased since the publication of the last report in 2010 and now requires an immediate response from the PSNI and other justice agencies.

The report reiterated one single recommendation – that statutory time limits should be introduced on a phased basis starting with the implementation of Youth Court cases within two years.

Lead Inspector: James Corrigan
Publication date: January 2012

The Treatment of Vulnerable Prisoners by the Northern Ireland Prison Service

This was a follow-up to a report on the same topic that was published in December 2009.

Significant concerns over the safety of prisoners had been raised on several occasions during 2009 including the vulnerable prisoners' inspection, an unannounced inspection of Maghaberry Prison and a Prisoner Ombudsman's Report into a death in custody.

The 2012 publication found that some encouraging progress had been made and steps taken to improve the care of vulnerable prisoners. Inspectors concluded that of the ten recommendations made in 2009, two had been achieved, six were partially achieved and two were not achieved.

On this occasion Inspectors found that the NIPS had taken steps to address the deficiencies identified in previous reports. In particular, implementation of Supporting Prisoners At Risk arrangements for the monitoring and

management of vulnerable prisoners, while mixed in terms of delivery, represented an improvement on previous practice. Provision of dedicated resources for the management of vulnerable prisoners and opening of the Donard Centre at Maghaberry Prison were particularly welcome developments.

However improvements were needed in healthcare provision across the prison estate, especially in Hydebank Wood Young Offenders Centre and Maghaberry Prison. The inspection found that further progress would be unlikely without changes in the attitudes and behaviour of some staff, which were inconsistent with a therapeutic approach to prisoners in their care.

For that reason CJI fully endorses the Prison Service's Strategic Efficiency and Effectiveness (SEE) programme which aims to change the culture of its staff group and improve their skill levels. The 2012 inspection concluded that while the NIPS had taken steps to address many of the concerns raised in previous reports, and while all of the risks can never be eliminated, investment of effort and resources does bear results.

Lead Inspector: Tom McGonigle
Publication date: January 2012

Connecting Criminal Justice – Causeway IT Programme

In this short report, which was an update to our two previous reports, the Inspectorate examined the electronic data sharing mechanism (Causeway) used by criminal justice organisations to help deliver more efficient and effective services by reducing the need for overly bureaucratic data transfer and case handling.

We have examined how the Causeway system has progressed since the implementation of the second stage (DSM1) in November 2009. In doing so Inspectors evaluated progress with previous

CJI recommendations and examined the most recent Office of Government Commerce (OGC) Gateway 5 report into the Causeway system which took place in December 2010 and had been published on the Department of Justice website.

CJI Inspectors were reassured by the findings of the OGC Gateway review which found that successful delivery of the Causeway system was probable but required constant attention to prevent risks from jeopardising the desired outcome.

There has been progress with previous CJI recommendations. Two of the four recommendations made by CJI in 2007 have been achieved in full. Two are out of scope of the Causeway team although both are currently being progressed by other means. Other relevant references to Causeway made in CJI reports had also been resolved.

The Causeway system has now become an integral part of the criminal justice system impacting on its effectiveness and efficiency. Inspectors noted that organisations are beginning to report on benefits accruing to them.

Inspectors will therefore continue to report on the Causeway system through thematic inspections of the criminal justice system and relevant organisational inspections.

Lead Inspector: Bill Priestley

Publication date: February 2012

Not a Marginal Issue: Mental health and the criminal justice system in Northern Ireland

The report, which was a follow-up to the original inspection in March 2010, highlighted a range of deficiencies for those in the system with mental health problems and was published in order that their treatment would improve. The follow-up review found that while there were some examples of excellent practice, progress in the last two years had been slow despite the

recognition of the great challenges facing the criminal justice agencies in caring for people with mental health issues.

There were some improvements in the information shared between organisations (particularly the PSNI and the PPS), as well as the information given to the court about people with mental health issues.

Inspectors reported that a joint DoJ/DHSSPS Working Group had been established and had undertaken some initial work in developing a more joined-up approach and Inspectors were pleased to note the recent Programme for Government commitment to strengthen cross-departmental working to improve mental health inequalities.

The report outlined some of the stark statistics facing the authorities not just in Northern Ireland but throughout the UK.

- 16% of people placed in custody meet one or more of the assessment criteria for mental disorder;
- 78% of male prisoners on remand and 50% of female prisoners are personality disordered – seven times that of the general population;
- 64% of male and 50% of female sentenced prisoners have a personality disorder; 12 and 14 times the level in the general population respectively;
- 700 out of 850 prisoners in Maghaberry prison are on medication, mainly tranquillisers, and about 7% of the whole prison population are thought to be seriously mentally ill;
- 25% of those committed to the prison system every year would say they have been in touch with mental health services in the community;
- In the United Kingdom, 70% of sentenced prisoners suffer from two or more mental health problems;
- 20% of prisoners have four or five major mental health disorders;
- 7% of male and 14% of female sentenced

prisoners have a psychotic disorder, 14 and 23 times the level in the general population respectively; and

- 95% of young prisoners aged 15 to 21 suffer from a mental disorder; 80% suffer from at least two mental health problems; nearly 10% of female sentenced young offenders reported already having been admitted to a mental hospital at some point.

Mental health within the justice system is not a marginal issue, and work needs to continue both within and between justice organisations, and on a cross-departmental basis to ensure further improvements are made.

Lead Inspector: Ian Cameron

Publication date: March 2012

Erroneous Releases

In November 2010 CJI reported on oversight of the NIPS enquiry into the erroneous release of two prisoners. One of the recommendations of that report was to carry out a follow-up inspection to monitor and review the implementation of recommendations made in the NIPS internal enquiry. This follow-up inspection report notes significant effort but disappointment at the overall pace of change.

Since publication of the CJI report in November 2010 there have been a further four erroneous releases in November 2010, June 2011, November 2011 and February 2012.

With regard to these further mistaken releases one prisoner was released as a result of computer errors, another was released as a result of human error in both sentence calculation and validation checks another as a result of incorrect data supplied by the NICTS. The final release is now the subject of an internal NIPS investigation into the circumstances, the outcome of which was not known at the time of writing. However,

Inspectors understand that this is likely to be a case of human error.

Inspectors also understand that in the case of each of the erroneous releases, the persons concerned have either been returned to prison, or their penalties have otherwise been discharged. In the case of all those releases the NIPS conducted its own internal investigation which followed the NIPS code of conduct and discipline. This has resulted in a number of staff including three Governor grades being served with disciplinary papers. To that extent, the NIPS have complied with CJI's recommendation that such enquiries should follow procedure for regulation and control.

Inspectors acknowledge that much work has been completed or commissioned by the NIPS. Inspectors considered however, that the NIPS Senior Management approach lacked concentration on the pressing risks and performance gaps. Work had focussed on longer term process re-engineering, and fundamentally neglected the immediacy of the ongoing risks.

Inspectors also concluded that the pace of change, balanced against the associated risks, required a more expeditious approach to some of the outstanding recommendations. Consequently, in October 2011, Inspectors provided early feedback to the Director General of the Prison Service. This resulted in additional focus and resources being applied. In addition, the NIPS then linked the issue of erroneous releases to the Strategic Effectiveness and Efficiency (SEE) Programme overseen by the Director General.

Inspectors can now report that of the 25 NIPS recommendations, 14 (56%) can now be said to be met in full. A further 10 (40%) can be said to be partly completed and one (4%) as discharged (no longer relevant).

Despite this positive progress, Inspectors remain disappointed at the overall pace of change. However, Inspectors make clear that even when all recommendations are implemented in full, the risks of erroneous releases cannot be entirely eliminated. At strategic level, the issue of erroneous releases should continue to be managed as part of the SEE Programme, and also as part of the organisational risk register. In short, both operational and strategic focus needs to be maintained on the issues, and ultimately, the expeditious completion of all the outstanding recommendations.

Lead Inspector: Derek Williamson

Publication date: March 2012

Full copies of all CJI Follow-up Reviews can be found in the 'The Inspections' page on the CJI website – www.cjini.org.

Remuneration Report

Remuneration Policy

The remuneration of senior civil servants is set by the Prime Minister following independent advice from the Review Body on Senior Salaries.

In reaching its recommendations, the Review Body is to have regard to the following considerations:

- the need to recruit, retain and motivate suitably able and qualified people to exercise their different responsibilities;
- regional/local variations in labour markets and their effects on the recruitment and retention of staff;
- Government policies for improving the public services including the requirement on departments to meet the output targets for the delivery of departmental services;
- the funds available to departments as set out in the Government's departmental expenditure limits; and
- the Government's inflation target.

The Review Body takes account of the evidence it receives about wider economic considerations and the affordability of its recommendations.

Other directly recruited staff employed by Criminal Justice Inspection are remunerated in line with Northern Ireland Civil Service (NICS) pay agreements.

Service Contracts

Directly recruited appointments are made in accordance with the Civil Service Commissioners' for Northern Ireland's Recruitment Code, which requires appointments to be on merit on the basis of fair and open competition but also includes the circumstances when appointments may otherwise be made.

The Chief Inspector was appointed by the Secretary of State for Northern Ireland for an initial period of three years. This has now been extended for a further five year period. The Deputy Chief Inspector and other members of staff 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 can be found at www.civilservicecommissioners.gov.uk

Salary and Pension Entitlements

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

Remuneration (audited information)

The following sections provide details of the remuneration and pension interests of the Accounting Officer/Chief Executive and members of the Senior Management Team and Board. The information on the following pages 56 to 57 is covered by the audit opinion.

	2011-12		2010-11	
	Salary £'000	Benefits in kind (to nearest £100)	Salary £'000	Benefits in kind (to nearest £100)
Dr M Maguire Chief Inspector (1 Sept 2008 – present)	110 – 115	-	110 –115	-
Mr B McGuigan Deputy Chief Inspector & Chief Executive	65-70	-	65-70	-
Median Total Remuneration	45,532		43,730	
Ratio	2.5		2.6	

Public bodies are required to disclose the relationship between the remuneration of the highest paid director in the organisation and the median remuneration of the workforce. The Chief Inspector is the highest paid official within the organisation.

The banded remuneration of the highest paid director in CJi in the financial year 2011-12 was £110k - £115k (2010-11 £110k - £115k). This was 2.5 times (2010-11: 2.6 times) the median remuneration of the workforce, which was £45,532 (2010-11: £43,730)

No employee received remuneration in excess of the Chief Inspector during either the year ended 31 March 2012 or the prior year ended 31 March 2011.

Total remuneration includes salary. It does not include employer pension contribution and the cash equivalent transfer value of pensions.

Salary

This presentation is based on gross salary payments made by CJi and thus recorded in these accounts.

Name	Accrued pension at pension age as at 31/03/12 and related lump sum £'000	Real increase in pension and related lump sum at pension age £'000	CETV at 31/03/12 £'000	CETV at 31/03/11 £'000	Real increase in CETV £'000
Dr M Maguire	5 - 10	2.5 - 5	117	81	28
Mr B McGuigan	5 -10	0 – 2.5	174	143	17

Pension benefits are provided through the Civil Service Pension arrangements. From 30 July 2007, civil servants may be in one of four defined benefit schemes; either a 'final salary' scheme (**classic**, **premium**, or **classic plus**); or a 'whole career' scheme (**nuvos**). These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under **classic**, **premium**, **classic plus** and **nuvos** are increased annually in line with changes in the Retail Prices Index (RPI). Members joining from October 2002 may opt for either the appropriate defined benefit arrangement or a good quality 'money purchase' stakeholder pension with a significant employer contribution (**partnership** pension account). Employee contributions are set at the rate of 1.5% of pensionable earnings for **classic** and 3.5% for **premium**, **classic plus** and **nuvos**. Benefits in **classic** accrue at the rate of 1/80th of final pensionable earnings 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. **Classic plus** is essentially a hybrid with benefits in respect of service before 1 October 2002 calculated broadly as per **classic** and benefits for service from October 2002 calculated as in **premium**. In **nuvos** a member builds up a pension based on his pensionable earnings during their period of scheme membership. At the end of the scheme year (31 March) the member's earned pension account is credited with 2.3% of their pensionable earnings in that scheme year and the accrued pension is updated in line with RPI. In all cases members may opt to give up (commute) pension for lump sum up to the limits set by the Finance Act 2004.

The **partnership** pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 3% and 12.5% (depending on the age of the member) into a stakeholder pension product chosen by the employee from a panel of three providers. 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 0.8% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age. Pension age is 60 for members of **classic**, **premium** and **classic plus** and 65 for members of **nuvos**.

Further details about the Civil Service pension arrangements can be found at the website www.civilservice-pensions.gov.uk

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 figures include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their purchasing additional pension benefits at their own cost. CETVs are calculated within the guidelines and framework prescribed by the

Institute and Faculty of Actuaries and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are drawn.

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.

Details of pensions within Accounting Policies can be located at paragraph 1(b) of Note 1 to the Accounts (see page 61).

Bonuses

No bonuses were paid in 2011-12 (2010-11 none).



Brendan McGuigan

Chief Executive and Accounting Officer

29 June 2012

Statement of the Chief Inspector of Criminal Justice's and Chief Executive's Responsibilities

Under paragraph 6 of Schedule 8 of the Justice (Northern Ireland) Act 2002, as amended by paragraph 24 of Schedule 13 Amendments to the Justice (Northern Ireland) Act 2002, the Chief Inspector is required to prepare a statement of accounts for each financial year in respect of the Office of the Chief Inspector of Criminal Justice, in the form and on the basis directed by the Minister of Justice. The accounts are to be prepared on an accruals basis and must give a true and fair view of the Office of the Chief Inspector of Criminal Justice's state of affairs at the year-end and of its operating costs, changes in Taxpayer's Equity and cash flows for the financial year.

In preparing the accounts the Chief Inspector of Criminal Justice is required to:

- observe the accounts direction issued by the Minister of Justice, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards have been followed and disclose and explain any material departures in the financial statements; and
- prepare the financial statements on a going concern basis.

The Accounting Officer of the Department of Justice has appointed the Chief Executive as Accounting Officer for the Office of the Chief Inspector of Criminal Justice. His relevant responsibilities as Accounting Officer, including his responsibility for propriety and regularity of the public finances for which he is answerable and for the keeping of proper records, are set out in the Non-Departmental Public Body Accounting Officers Memorandum issued by the Treasury and published in Managing Public Money Northern Ireland.



Brendan McGuigan
Chief Executive and Accounting Officer
 29 June 2012

Statement on Internal Control

Scope of Responsibility

As Accounting Officer, I have responsibility for maintaining a sound system of internal control that supports the achievement of CJI's policies, aims and objectives, while safeguarding the public funds and CJI's assets for which I am personally responsible, in accordance with the responsibilities assigned to me in Managing Public Money Northern Ireland. CJI's constitution is governed by a management statement and financial memorandum agreed with the Department of Justice.

The accountability arrangements within CJI encompass quarterly meetings with sponsor branch, twice monthly Senior Management Team meetings and four Audit and Risk Committee meetings per year.

The purpose of the system of internal control

The system of internal control is designed to manage risk to a reasonable level rather than eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurances of effectiveness.

The system of internal control is based on an ongoing process designed:

- to identify and prioritise the risks to the achievement of CJI's policies, aims and objectives;

- to evaluate the likelihood of those risks being realised and the impact should they be realised; and
- to manage them efficiently, effectively and economically.

The system of internal control has been in place in CJI for the year ending 31 March 2012 and up to the date of approval of the annual report and accounts, and accords with Treasury Department of Finance and Personnel guidance.

Capacity to handle risk

Responsibility for risk management within CJI rests with the Business Manager who has attended and will attend future risk management training and seminars to keep up to date with developments within that sector of management. A risk management strategy has been developed and communicated to all staff within CJI who have received training to manage risks in a way appropriate to their responsibilities and duties. Appropriate procedures are in place to ensure that CJI has identified its objectives and risks and put in place measures to mitigate as far as possible the significant risks. A review of the CJI Risk Register is carried out four times a year and any new risks or changes to existing risks are recorded and reported to the Audit Committee. The Senior Management Team ensures that the implementation of agreed control measures takes place and reports progress to the Audit Committee.

The risk and control framework

The CJI Internal Auditor provides me with a report on internal audit activity each year. The 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 maintains a Corporate Risk Register which includes all identifiable risks and prioritises them by likelihood and impact. Each risk has been assigned an owner who is responsible for ensuring that the necessary actions are taken within a timescale. The Risk Register is reviewed and updated accordingly. Independently of the Risk Register, each inspection is subject to a risk assessment and these risks are managed by the Lead Inspector and monitored by the Deputy Chief Inspector.

The control framework is supported by:

- an Audit and Risk Committee, which is chaired by an independent member, assesses the continued appropriateness of risks, and the means through which they are managed. The need to add, delete, relegate or promote risks is also determined in order to reflect the current business environment;
- the examination of financial management reports produced by Financial Services Division of the Department of Justice;
- the review of financial procedures including the segregation of duties in particular in connection with payment processing;
- an established system of financial planning and budgeting with the annual budget agreed with the Department of Justice; and
- a report by the internal auditors appointed by CJI who carried out an audit of its systems in February 2012.

Review of Effectiveness

As Accounting Officer for CJI, I also have responsibility for reviewing the effectiveness of the system of internal control. My review of the effectiveness of the system of internal control is informed by the work of the internal auditors, comments made by the external auditors in their management letter, and other reports and work of the executive managers within CJI who have a responsibility for the development and maintenance of the internal control framework.

Current systems in place include the following:

- a Corporate and Business Plan against which performance is monitored by the management team at monthly meetings;
- monitoring of financial reports at monthly management team meetings;
- regular reviews by senior management of risks at all levels within CJI;
- annual internal audit reviews conducted by independent auditors to test the adequacy and effectiveness of systems of internal control as defined in the Government Internal Audit Standards; and
- oversight of CJI by an Audit and Risk Committee that meets four times each year.

In addition to the above on the advice of CJI's Internal Auditors I have implemented:

- accreditation to ISO 9001:2008 and an internal audit and continuous improvement process that maintains the standards for all CJI processes;
- attainment by all CJI staff of the Cabinet Office Level 1 certificate in protecting information; and
- a comprehensive revision of the CJI Risk Management Policy.

Information Security

CJI has taken steps to improve its information security arrangements by increasing information security awareness through training. All staff have achieved Level 1 of the Cabinet Office's certificate in protecting information. All staff were issued with guidance on the use of protective markings for CJI documents and CJI specific policies governing the use of protective markings and computer security.

During the Christmas holidays a laptop was stolen from the CJI premises. CJI is protected by an alarm system monitored by a security company which in the event of an unauthorised entry will contact CJI key holders and failing that the PSNI.

In addition a key pad system is also installed restricting access to both floors. The access code is changed on a six month basis and or when required. A check of the alarm log did not reveal any unauthorised entries.

The incident was reported to PSNI and to Security Section in DoJ. Once the Laptop was confirmed as missing the door entry codes to the CJI offices were changed. Subsequently, a full review of CJI security procedures identified a number of upgrades. Specifically,

- staff were reminded to familiarise themselves with CJI security polices and in particular the Clear Desk Policy;
- staff were advised to be vigilant and report anything suspicious to the Security Manager;
- a keyfob entry system was installed to eliminate the risk of password protection being corrupted; and
- a keyswitch override was installed that allows override of Keyfob system in the event of a power failure.

The Laptop in question was encrypted with Checkpoint, Endpoint Security, version 6.3.1. There was no information stored on the Laptop, it was not used to connect to the CJI network and there was no evidence of any attempt to access the CJI network subsequent to the loss of the Laptop. In conclusion there was very little risk to CJI or other parties of sensitive information being placed in the public arena.

Significant internal control issues

CJI achieved a satisfactory assurance level from internal audit and there were no significant internal control issues.



Brendan McGuigan

Chief Executive and Accounting Officer

29 June 2012

The Certificate and Report of the Comptroller and Auditor General to the Northern Ireland Assembly

I certify that I have audited the financial statements of the Office of the Chief Inspector of Criminal Justice Inspection Northern Ireland for the year ended 31 March 2012 under the Justice (Northern Ireland) Act 2002 as amended by the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010. These comprise the Statement of Comprehensive Net Expenditure, the Statement of Financial Position, the Statement of Cash Flows, the Statement of Changes in Taxpayers' Equity and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

Respective responsibilities of the Chief Inspector of Criminal Justice Inspection Northern Ireland, the Chief Executive and auditor

As explained more fully in the Statement of Chief Inspector of Criminal Justice Inspection's and the Chief Executive's Responsibilities, the Chief Inspector of Criminal Justice Inspection and the Chief Executive as Accounting Officer are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. My responsibility is to examine, 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. I conducted my audit in accordance with International Standards on Auditing (UK and Ireland). Those standards require me and my staff to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Office of the Chief Inspector of Criminal Justice Inspection Northern Ireland's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Office of the Chief Inspector of Criminal Justice Inspection Northern Ireland; and the overall presentation of the financial statements. In addition I read all the financial and non-financial information in the Annual Report to identify material inconsistencies with the audited financial statements. If I become aware of any apparent material misstatements or inconsistencies I consider the implications for my certificate.

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

Opinion on Regularity

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

Opinion on financial statements

In my opinion:

- the financial statements give a true and fair view of the state of the Office of the Chief Inspector of Criminal Justice Inspection Northern Ireland's affairs as at 31 March 2012 and of the net expenditure, cash flows and changes in taxpayers' equity for the year then ended; and
- the financial statements 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.

Opinion on other matters

In my opinion:

- the part of the Remuneration Report to be audited has 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; and
- the information given in the Management Commentary for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I report by exception

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 part of the Remuneration Report to be audited are not in agreement with the accounting records; or
- I have not received all of the information and explanations I require for my audit; or
- the Statement on Internal Control does not reflect compliance with Department of Finance and Personnel's guidance.

Report

I have no observations to make on these financial statements.



KJ Donnelly
Comptroller and Auditor General
Northern Ireland Audit Office
106 University Street
Belfast
BT7 1EU
3 July 2012

Statement of Comprehensive Net Expenditure for the year ended 31 March 2012

	Note	2011-12 £	2010-11 £
Expenditure			
Staff costs	3	920,424	915,562
Depreciation and amortisation	4	72,417	69,404
Other expenditures	4	413,027	506,789
Net Expenditure		<u>1,405,868</u>	<u>1,491,755</u>
Other comprehensive expenditure			
Net (gain)/loss on revaluation of property, plant and equipment	6	(509)	3,439
Net loss on revaluation of intangibles		-	98
		<u>1,405,359</u>	<u>1,495,292</u>

The notes on pages 61 to 76 form part of these accounts.

Statement of Financial Position as at 31 March 2012

		2012 £	2011 £
Non-current assets:	Note		
Property, plant and equipment	6	181,766	246,205
Intangible assets	7	13,492	19,137
Total non-current assets		195,258	265,342
Current assets:			
Trade and other receivables	9	19,079	20,483
Cash and cash equivalents	10	231,100	156,265
Total current assets		250,179	176,748
Total assets		445,437	442,090
Current liabilities:			
Trade and other payables	11	181,261	192,553
Total current liabilities		181,261	192,553
Assets less liabilities		264,176	249,537
Taxpayers' equity:			
Revaluation reserve		34,202	33,692
General reserve		299,974	215,845
		264,176	249,537

The financial statements on pages 57 to 60 were approved by the board on 7 June 2012 and were signed on its behalf by:



Brendan McGuigan
Chief Executive and Accounting Officer
 29 June 2012

The notes on pages 61 to 76 form part of these accounts.

Statement of Cash Flows for the year ended 31 March 2012

	Note	2011-12 £	2010-11 £
Cash flows from operating activities:			
Net expenditure for the year		(1,405,868)	(1,491,755)
Depreciation and amortisation	4	72,417	69,404
Net (gain)/loss on revaluation	4	-	3,636
Adjustments for notional personnel costs	4	6,996	6,396
Decrease in trade and other receivables		1,404	(6,162)
Increase in trade payables		(11,290)	(10,296)
Net cash outflow from operating activities		<u>(1,336,341)</u>	<u>(1,428,457)</u>
Cash flows from investing activities:			
Purchase of property, plant and equipment	6	(1,824)	(33,013)
Purchase of intangible assets	7	-	(1,440)
Net cash outflow from investing activities		<u>(1,824)</u>	<u>(34,453)</u>
Cash flows from financing activities			
Grant-in-aid from parent department	5	1,413,000	1,435,000
Net financing		<u>1,413,000</u>	<u>1,435,000</u>
Net increase in cash and cash equivalents in the period		<u>74,835</u>	<u>(27,910)</u>
Cash and cash equivalents at the beginning of the period	10	<u>156,265</u>	<u>184,175</u>
Cash and cash equivalents at the end of the period	10	<u>231,100</u>	<u>156,265</u>

The notes on pages 61 to 76 form part of these accounts.

Statement of Changes in Taxpayers' Equity for year ended 31 March 2012

	Note	General Reserve restated £	Re-valuation Reserve £	Reserves Restated £
Balance at 31 March 2010		259,684	43,749	303,433
Changes in taxpayers' equity for 2010-11				
Net gain on revaluation of property, plant and equipment		-	(3,439)	(3,439)
Net gain on revaluation of intangible assets		-	(98)	(98)
Non-cash charges - notional personnel costs		6,396	-	6,396
Transfers between reserves		6,520	(6,520)	-
Retained Deficit		(1,491,755)	-	(1,491,755)
Total recognised Income and expense for 2010-11		(1,478,839)	(10,057)	(1,488,896)
Grant from Parent		1,435,000	-	1,435,000
Balance at 31 March 2011		<u>215,845</u>	<u>33,692</u>	<u>249,537</u>
Changes in taxpayers' equity for 2011-12				
Net gain on revaluation of property, plant and equipment		-	509	509
Net gain on revaluation of intangible assets		-	-	-
Release of reserves to the Net Expenditure Account:				
Non-cash charges - notional personnel costs	5	6,996	-	6,996
Transfers between reserves		5,679	(5,679)	-
Retained Deficit		(1,405,868)	-	(1,405,868)
Total recognised Income and expense for 2011-12		(1,393,193)	(5,170)	(1,398,363)
Grant from Parent	6	1,413,000	-	1,413,000
Balance at 31 March 2012		<u>235,652</u>	<u>28,522</u>	<u>264,174</u>

The notes on pages 61 to 76 form part of these accounts.

Notes to the Accounts

1. Statement of accounting policies

These financial statements have been prepared in accordance with the 2011-12 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 sterling, which is CJI's functional and presentational currency. Unless otherwise noted, the amounts shown in these financial statements are in pounds sterling (£).

b) Pensions

Past and present employees are covered by the provisions of the Principal Civil Service Pension Schemes (PCSPS) 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 PCSPS of amounts calculated on an accruing basis. Liability for payment of future benefits is a charge on the PCSPS. In respect of the defined contribution elements of the schemes, the organisation recognises the contributions payable for the year.

c) Staff costs

Under IAS19, 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) Operating leases

Assets leased under operating leases are not recorded on the Statement of Financial Position. Rental payments are charged directly to the Statement of Comprehensive Net Expenditure.

Notes to the Accounts (continued)

e) Notional personnel costs

The accounts include a notional charge in respect of services provided by the Department of Justice on behalf of CJI. The calculation is based on a formula for unit cost per person multiplied by CJI's staff numbers.

f) Grant-in-aid

CJI is funded by Grant-in-Aid from the Department of Justice, request for resources 1. Grant-in-aid matches CJI's cash needs, is accounted for on a cash basis as financing and is reflected in Taxpayers' Equity.

g) 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.

h) Depreciation

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

Office Refurbishment	-	ten years
Computer Equipment	-	five years
Furniture and Office Equipment	-	up to fifteen years

The Office Refurbishment life is set to correlate with the lease on the premises.

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 Net Expenditure Account.

Software licenses are amortised on a straight line basis over their estimated useful lives of five years.

j) Value added tax

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

Notes to the Accounts (continued)

k) Revaluation reserve

The revaluation reserve reflects the unrealised balance of the cumulative indexation revaluation adjustments to non current assets

Financial instruments

I.1) 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.

I.2) 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.

I.3) 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.

l) Accounting standards, interpretations and amendments to published standards adopted in the year ended 31 March 2012

Standard

IAS 24 - Related Party Disclosures (amendment)

Comments

The amendments:

- clarify the definition of a related party; and
- simplify the disclosure requirements that are controlled, jointly controlled or significantly influenced by a government.

The FReM interpretation of IAS 24 (Chapter 5) covers the areas amended by IASB and applicable to the public sector, from 1 January 2011.

Notes to the Accounts (continued)

IAS 20 Accounting for Government Grants and disclosure of Government assistance	All government grants or donated assets should be recognised as income reflecting the conditions or restrictions placed on their use by the providers. They should be recognised when receivable unless there are conditions on their use which, if not met, would mean the grant is repayable. In such cases, the income should be deferred and released when the obligations are met. Where a grant only has restricted use (and not conditional) it should be recognised as income immediately.
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CJI has reviewed the remaining standards, interpretations and amendments to published standards that became effective during 2011-12 and which are relevant to its operations. The adoption of these standards has not had a significant impact on CJI's financial position or results.

Accounting standards, interpretations and amendments to published standards not yet effective

The International Accounting Standards Board (IASB) have issued new and amended standards (IFRS 10 *Consolidated Financial Statements*, IFRS 11 *Joint Arrangements* and IFRS 12 *Disclosure of Interests in Other Entities*) that affect the consolidation and reporting of subsidiaries, associates and joint ventures. These standards have an effective date of January 2013, but have not yet been EU adopted. The application of these IFRS changes is subject to further review by HM Treasury and the other relevant authorities before due process consultation.

In addition, certain new standards, interpretations and amendments to existing standards have been published that are mandatory for the CJI's accounting periods beginning on or after 1 April 2012 or later periods, but which CJI has not adopted early. Other than as outlined in the table below, CJI considers that these standards are not relevant to its operations.

Standard	Description of revision	Application date	Comments
IAS 1 – Presentation of financial statements (Other Comprehensive Income (OCI))	Requiring items of OCI to be grouped on the basis of whether they might at some point be reclassified ('recycled') from OCI to profit (e.g. cash flow hedges) or where they will not (e.g. gains on property revaluation). This will make it clearer to users what their potential effect on profit or loss will be in future periods, notably in light of improved disclosure of financial instruments and pensions, and where there will be no impact. Amendments also allow simplified reporting for discontinued operations and OCI tax grouping.	1 June 2012 (not EU adopted yet)	The application of the IAS 1 amendment is subject to further review by HM Treasury and the other Relevant Authorities before due process consultation. The FReM interprets IAS 1 disclosure already, notably to ensure consistent reporting across departments. Application will be considered where this enhances public sector reporting.

Standard	Description of revision	Application date	Comments
IFRS 7 - Financial Instruments: Disclosures (annual improvements)	Increased disclosure requirements for transfers of financial assets. Where entities have transferred financial assets outside of the legal body, disclosures are required to reflect the impact of this, particularly where the entity retains some form of interest in those assets.	1 July 2011	The FReM applies IFRS 7 in full, and the expectation is that it will continue to do so. This will incorporate these increased disclosures.
IFRS 13 - Fair Value Measurement	IFRS 13 has been prepared to provide consistent guidance on fair value measurement for all relevant balances and transactions covered by IFRS (except where IFRS 13 explicitly states otherwise): The standard defines fair value, provides guidance on fair value measurement techniques, and sets out the disclosure requirements.	1 January 2013 (not yet EU adopted)	The application of IFRS 13 is subject to further review by HM Treasury and the other Relevant Authorities before due process consultation.

CJI has considered the remaining additional or revised accounting standards and new (or amendments to) interpretations contained within *FReM* 2012-13. CJI considers that these changes are not relevant to its operations.

2. Statement of Operating Costs by Operating segment

In the opinion of the Management Board, 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 Department of Justice through grant-in-aid and all services undertaken are within Northern Ireland. All non-current assets are located in Northern Ireland.

Notes to the Accounts (continued)

3. Staff numbers and related costs

Staff costs comprise:

	2011-12	2010-11
	£	£
Permanently employed staff		
Wages and salaries	697,296	717,194
Social security costs	67,263	63,837
Other pension costs	132,917	134,531
Total permanently employed staff costs	<u>897,476</u>	<u>915,562</u>
Other staff		
Temporary staff costs	22,948	-
Total staff costs	<u><u>920,424</u></u>	<u><u>915,562</u></u>

Notes to the Accounts (continued)

3. Staff numbers and related costs (continued)

Pension arrangements

For 2011-12 employers' contributions of £111,805 (2010-11: £113,713) were payable to PCSPS (NI) at one of four rates in the range of 16.5% to 23.5% (2010-11: 16.5% to 23.5%) The scheme's Actuary reviews employer contributions every four years following a full scheme valuation.

Additional pension contributions of £20,402 were paid in the year (2010-11 £20,818 for the period 1 April 2010 to 31 March 2011) on behalf of the Chief Inspector to the Principal Civil Service Pension Scheme (PCSPS) Nuvos pension scheme.

The contribution rates are set to meet the cost of the benefits accruing during 2011-12 to be paid when the member retires, and not the benefits paid during this period to existing pensioners.

The remuneration report on pages 47 to 50 contains detailed pension information.

Average number of persons employed

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

	2011-12	2010-11
Permanently employed staff		
Management	2.00	2.00
Inspectors	7.00	7.27
Inspection Support	1.00	0.67
Media and Communications	1.00	1.33
IT Systems Administrator	1.00	1.00
Business Support	2.83	2.5
Personal Assistant	1.00	1.00
Temporary staff	-	-
Total	15.83	15.77

Notes to the Accounts (continued)

4. Other Expenditure

	2011-12	2010-11
	£	£
Accommodation	114,443	114,912
Printing, stationery, postage and publications	54,613	76,432
Rentals under operating leases		
- Buildings	79,800	78,409
- Other	2,152	1,712
Inspections	70,287	88,083
Professional advisers	11,951	37,534
Computer consumables	28,881	22,749
Travel and subsistence	8,043	10,647
Training	5,133	19,951
Conference fees	3,092	13,518
Auditor remuneration - audit fees*	11,700	11,500
Other equipment and expenses	8,592	13,870
Repairs and maintenance	7,007	5,915
Hospitality	337	1,205
Non-cash items		
Loss on disposal of property, plant and equipment	-	320
Net loss on revaluation	-	3,636
Notional personnel costs	6,996	6,396
	<u>413,027</u>	<u>506,789</u>
Other non-cash items		
Depreciation and amortisation	72,417	69,404
Total	<u>485,444</u>	<u>576,192</u>

5. Grant-in-aid

	2011-12	2010-11
	£	£
Grant-in-aid received from the Department of Justice, Request for resources 1, for revenue expenditure	1,411,000	1,435,000
Grant-in-aid received from the Department of Justice, Request for resources 1, for capital expenditure	2,000	-
Total Grant-in-aid received	<u>1,413,000</u>	<u>1,435,000</u>

Notes to the Accounts (continued)

6. Property, plant and equipment

2011-12

	Refurbish- ment Costs	Furniture and Fittings	Office Equipment	Computer Equipment	Total
	£	£	£	£	£
Cost or valuation					
At 1 April 2011	461,945	37,909	34,351	94,046	628,251
Additions	-	-	-	1,824	1,824
Revaluation	1,716	141	202	-	2,059
At 31 March 2012	463,661	38,050	34,553	95,870	632,134
Depreciation					
At 1 April 2011	303,751	16,337	26,973	34,985	382,046
Charged in year	45,433	2,546	4,048	14,745	66,772
Revaluations	1,297	70	183	-	1,550
At 31 March 2012	350,481	18,953	31,204	49,730	450,368
Net book value at 31 March 2012	113,180	19,097	3,349	46,140	181,766
Net book value at 31 March 2011	158,194	21,572	7,378	59,061	246,205

CJI owns all its assets and had no finance leases or PFI contracts in the current or prior year.

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.

Notes to the Accounts (continued)

6. Property, plant and equipment (continued)

2010-11

	Refurbish- ment Costs	Furniture and Fittings	Office Equipment	Computer Equipment	Total
	£	£	£	£	£
Cost or valuation					
At 1 April 2010	466,234	38,261	30,622	90,602	625,719
Additions	-	-	2,227	30,786	33,013
Disposals	-	-	-	(20,334)	(20,334)
Revaluation	(4,289)	(352)	1,502	(7,008)	(10,147)
At 31 March 2011	461,945	37,909	34,351	94,046	628,251
Depreciation					
At 1 April 2010	260,717	13,938	21,188	47,015	342,858
Charged in year	45,854	2,551	4,605	10,591	63,601
Disposals	-	-	-	(20,014)	(20,014)
Revaluations	(2,820)	(152)	1,180	(2,607)	(4,399)
At 31 March 2011	303,751	16,337	26,973	34,985	382,046
Net book value at 31 March 2011	158,194	21,572	7,378	59,061	246,205
Net book value at 31 March 2010	205,517	24,323	9,434	43,587	282,861

Notes to the Accounts (continued)

7. Intangible fixed assets

Intangible assets comprise software licenses and the associated implementation costs purchased.

2011-12

	Total £
Cost or valuation	
At 1 April 2011	45,789
At 31 March 2012	45,789
Amortisation	
At 1 April 2011	26,652
Charged in year	5,645
At 31 March 2012	32,297
Net book value at 31 March 2012	13,492
Net book value at 31 March 2011	19,137

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.

Notes to the Accounts (continued)

7. Intangible fixed assets (continued)

2010-11

	Total £
Cost or valuation	
At 1 April 2010	47,761
Additions	1,440
Disposals	-
Revaluation	(3,412)
At 31 March 2011	45,789
Amortisation	
At 1 April 2010	22,836
Charged in year	5,802
Disposals	-
Revaluations	(1,986)
At 31 March 2011	26,652
Net book value at 31 March 2011	19,137
Net book value at 31 March 2010	24,925

Notes to the Accounts (continued)

8. Financial instruments

As the cash requirements of CJJ are met through Grant-in-Aid provided by the Department of Justice, 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 CJJ's expected purchase and usage requirements and CJJ is therefore exposed to little credit, liquidity or market risk.

9. Trade receivables and other current assets

	2011-12 £	2010-11 £
Amounts falling due within one year:		
Prepayments and accrued income	19,079	20,483
	<u>19,079</u>	<u>20,483</u>

All trade receivables and other current assets are falling due within one year.

Notes to the Accounts (continued)

10. Cash and cash equivalents

	2011-12 £	2010-11 £
Balance at 1 April	156,265	184,175
Net change in cash and cash equivalent balances	74,835	(27,910)
Balance at 31 March	<u>231,100</u>	<u>156,265</u>
The following balances at 31 March were held at:		
Commercial banks and cash in hand	231,100	156,265
Balance at 31 March	<u>231,100</u>	<u>156,265</u>

11. Trade payables and other current liabilities

	2011-12 £	2010-11 £
Amounts falling due within one year:		
Trade payables	1,067	6,973
Accruals and deferred income	180,194	185,580
	<u>181,261</u>	<u>192,553</u>

There are no amounts falling due after more than one year.

12 Capital commitments

At 31 March 2012 there was no capital commitments contracted for (2011 – none).

13. Losses and special payments

There were no losses or special payments during the 12 months ended 31 March 2012 (2011 – none).

Notes to the Accounts (continued)

14. Commitments under leases

Operating leases

Total future minimum lease payments under operating leases are given in the table below for each of the following periods.

	2010-11	2009-10
	£	restated
		£
Buildings:		
Not later than one year	78,800	78,553
Later than one year and not later than five years	86,450	163,652
Later than five years	-	-
	<u>166,250</u>	<u>242,205</u>
Other:		
Not later than one year	2,616	1,191
Later than one year and not later than five years	2,108	1,192
Later than five years	-	-
	<u>4,724</u>	<u>2,383</u>

Finance leases

There were no finance lease commitments at 31 March 2012 (2010 – none).

Notes to the Accounts (continued)

15. Related party transactions

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

In addition, CJI has had various transactions with other government departments and with HM Chief Inspector of Prisons and HM Chief Inspector Crown Prosecution Service Inspectorate.

No Management Board member, key manager or other related party has undertaken any material transactions with CJI during the year ended 31 March 2012.

16. Going concern

The financial statements for the year ended 31 March 2012 have been prepared on a going concern basis.

17. Date authorised for issue

The Accounting Officer authorised these financial statements for issue on 3 July 2012

Criminal Justice Inspection NI

14 Great Victoria Street

Belfast BT2 7BA

www.cjini.org

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