



Inspectorate launches Corporate Plan at the heart of Government

Criminal Justice Inspection Northern Ireland focused on the future of the criminal justice system in Northern Ireland during the launch of its 2009-12 Corporate Plan on 30 June.

CJI was delighted to secure cross-party sponsorship from all political parties represented in the Northern Ireland Assembly for the event hosted in the impressive surroundings of the Long Gallery, Parliament Buildings, Stormont.

The lunchtime reception commenced with some warm words of welcome from Stephen Farry MLA who as principal sponsor, had the pleasure of welcoming fellow MLAs, senior representatives from the criminal justice agencies, and partners from the voluntary and community sector to the launch of the Corporate Plan.

After reflecting on the contribution CJI has made to the development of the justice system to date, Mr Farry remarked on the valuable nature and variety of inspection reports which the Inspectorate has produced since its establishment in 2004.

He then handed over to the Chief Inspector of Criminal Justice Dr Michael Maguire who gave a



Dr Michael Maguire, Brendan McGuigan and MLAs at the launch of the CJI Corporate & Business Plan.



Dr Michael Maguire launches the CJI Corporate & Business Plan.

brief overview of the three-year Corporate Plan and 2009-10 Business Plan.

Thanking Mr Farry's co-sponsors Dolores Kelly MLA, Basil McCrea MLA, Ian Paisley Jnr MLA, Alex Maskey MLA, and Dawn Purvis MLA for their support, Dr Maguire said that Criminal Justice Inspection was a unique organisation.

"Criminal Justice Inspection cuts across all aspects of the justice system from policing and prosecution to the courts, prisons, probation and youth justice among others.

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“This allows us to provide an inspection agenda that meets the specific needs of organisations and the justice system, and to develop a thematic approach across the justice system in a joined-up manner that is the envy of others. We can reach the parts of the justice system that others can’t,” he said.

Dr Maguire also spoke of the unique position the Inspectorate was in, to participate in and contribute to improvement in the justice system in Northern Ireland at a time of immense importance.

“We have the opportunity to use our unique position within the justice system here to contribute to the changes that will have real impact on people’s lives.

“Our inspection agenda – highlighted here in our Corporate Plan – I believe will make a difference to how the justice system is delivered. It has been created to tackle real issues,” he said.

Areas he indicated the Inspectorate intended to look at included:

- the length of time taken from arrest to sentence and ways of reducing avoidable delay;
- the effectiveness of measures to reduce re-offending;
- how the justice system treats those it comes into contact with be they



Adrian Donaldson, Ian Paisley Jnr, ACC McCausland and Brendan McGuigan discuss the Corporate & Business Plan.

victims, witness, offenders or prisoners; and

- how can the justice system deliver more with less as it begins to compete with the demands of devolved budgets.

CJI’s Chief Inspector reiterated the Inspectorate’s commitment to working with other organisations to contribute to the debate about what the justice system does and the service it delivers.

And he pledged CJI would continue to contribute to the debate through the provision of high quality information on which informed decisions could be made.



Sir Alasdair Fraser at the launch.

“I want the scrutiny provided by CJI to add real value to the discussion and debate around the kind of justice system we all want to see and the steps that need to be taken to get there,” he said.

After outlining the organisations objectives, Dr Maguire concluded his remarks by reflecting on the progress made to date to implement recommendations contained in the Light Touch Review of CJI which was carried out in 2008.

Commending the Corporate Plan to the audience Dr Maguire said: “I hope you find our planning document a useful insight into where we want to go as an organisation. Its purpose is to give clarity on what we do and how we are going to do it. Our inspection programme is clearly outlined, as are the areas for development within CJI.” ■



Stephen Farry MLA, Brendan McGuigan, Ian Paisley Jnr, and Dr Michael Maguire.

Greater effort needed to promote equality across criminal justice system

Criminal justice agencies in Northern Ireland were urged to place a greater emphasis on the promotion of equal opportunities for all sections of the community following the publication of CJI's inspection on the impact of Section 75 of the Northern Ireland Act 1998.

The report, published in May 2009 urged each of the criminal justice agencies to approach the task of collecting equality information with renewed vigour.

Section 75 charged all public sector organisations, including those in the criminal justice sector, with ensuring equality and human rights are promoted in every aspect of their operation, policies and practice.

"The implementation of section 75 has been difficult for the public sector in Northern Ireland and so it is not surprising that the criminal justice system has found the monitoring of outcomes equally challenging," said Dr Maguire.

The report revealed that while all agencies were aware of their responsibilities under the law, the information Inspectors examined in many cases was incomplete and only provided a limited picture of what was happening across the system.

"Without the monitoring of effective, accurate and timely equality information, criminal justice agencies cannot fully meet their obligations or take action to either address or uncover the reason behind any disparity which may exist," explained Dr Maguire.

The report identified the

Northern Ireland Prison Service as the only justice organisation where consistent monitoring is taking place. The value of being able to access such information was demonstrated when a disparity was identified between the number of prisoners from a Roman Catholic background on the highest level of the Progressive Regimes and Earned Privileges Scheme compared with Protestant prisoners.

It also showed the predominantly male workforce within the Prison Service's discipline staff came from a Protestant background.

The information prompted the NIPS to carry out an internal review as to the reasons behind these disparities – a step which was welcomed by CJI.

"Without the availability of similar in-depth information on the other criminal justice agencies," Dr Maguire said "organisations are unable to ensure any other as yet unidentified issues that may exist, are brought to light and addressed."

"This inspection has also shown that the collation and monitoring of effective, accurate and timely equality information lies at the heart of each agency's ability to fulfill their legal obligations in respect of section 75," he stated.

"Recognising that there were no easy answers or quick fixes to the issues raised in the section 75 inspection report," Dr Maguire said "continued diligence and commitment by organisations within the justice system was required in order to deliver their statutory responsibilities."

"It is also the key to ensuring equality of opportunity and fairness of treatment among different members of the community, is at the core of the criminal justice system whether you are a defendant, victim, prisoner or witness."

Section 75 report debated in Assembly

CJI's inspection on the impact of section 75 of the Northern Ireland Act 1998 was touched on by a number of MLAs when it became the subject of Private Members' business debate in the Assembly on Monday 22 June.

The debate commenced after Raymond McCartney, MLA, put forward the motion *'That this Assembly supports the recommendations published in the Criminal Justice Inspection's report on the impact of section 75 of the criminal justice system; and calls on the relevant agencies to implement the recommendations'*.

A lively discussion, which lasted approximately 90 minutes, took place with members from all political parties making full and thorough contributions. The debate ended with members agreeing to support the resolution by a vote of 31 Ayes to 26 Noes.

A full copy of the debate can be found at <http://www.niassembly.gov.uk/reco rd/reports2008>

Copies of the Section 75 report can be viewed or downloaded from the CJI website – www.cjini.org.

Policing with the Community

On 3 April 2009 CJI published its report on Policing with the Community.

The inspection had started in early 2008 when the PSNI carried out a detailed self-assessment of its performance in delivering Policing with the Community (PwC) based on criteria agreed between the Police Service, CJI and its partner inspectorate Her Majesty's Inspectorate of Constabulary (HMIC).

In addition to assessing its performance, PSNI was also asked to measure its progress against recommendations made on community policing contained in the report of the Independent Commission on Policing (Patten Report).

A period of extensive fieldwork followed which involved interviews with over 100 police officers at all levels across four out of the eight policing Districts and at police

headquarters. Widespread stakeholder consultation was also undertaken with over 150 members of the community and other stakeholders from across political and religious backgrounds, providing their insight into the delivery of community policing in Northern Ireland.

The report acknowledged the progress the PSNI has made in implementing community policing in the 10 years since the Patten Report, but concluded that further effort was required to embed it more fully across the service.

During the inspection clear, consistent messages emerged from local communities surrounding the accessibility and visibility of police in both urban and rural areas.

Communities wanted the police to consult with them in a more inclusive and meaningful way especially as the recent creation of larger policing districts had raised concerns over the level of contact and consultation they now had with police commanders.

Local people also wanted to see an end to the feelings of vulnerability they experienced when policing was left to officers who had limited local knowledge, were based further away and had to travel greater distances to get to their area.

Inspectors were encouraged to find that even in the context of the threat from dissident republicans, communities expressed a real appetite for working together with the police to make sure that their area received the best policing possible.



Bill Priestley, shares the Policing with the Community Report

As a result of the findings of the inspection CJI and HMIC made five key recommendations and fourteen suggestions for improvement. The willingness of the PSNI to address the issues raised in the report was demonstrated through the Action Plan it prepared in response to the inspection.

CJI and HMIC have welcomed this commitment to improvement and will return to this important subject to assess progress with recommendations and suggestions during October 2010.

Copies of the Policing with the Community report can be viewed or downloaded from the CJI website – www.cjini.org.

Policing with the Community

An inspection of Policing with the Community in Northern Ireland

March 2009

Criminal Justice Inspection
Northern Ireland
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Out and about with CJI – Inspectors at DPP events

As part of CJI's continuing engagement with stakeholders a series of visits to District Policing Partnership events was undertaken between February and June 2009 to give DPP members the opportunity to better explore the findings of its report into Policing with the Community (PwC).

Bill Priestley Lead Inspector for the PwC report, Danielle Reaney, Inspection Support Officer and Meloney McVeigh, Media and Communications Officer, attended a DPP community engagement public



Brendan McGuigan, Deputy Chief Inspector at the Derry DPP meeting.

meeting in Derry/Londonderry's Millennium Forum during February.

The event provided an opportunity for CJI to raise awareness of the report prior to its publication and to show the breadth of work undertaken by the Inspectorate.

CJI's presence at this well attended event proved to be a very worthwhile exercise.

In March Bill Priestley was invited to a joint training session of the Cookstown, Dungannon and South Tyrone and Fermanagh DPPs to give a presentation on the PwC report along with representatives from the PSNI and NIPB.

Once again this was a well-attended event which enabled DPP members to prepare for the release of the PwC report in April.

Following publication of the PwC report, Derry DPP members were visited in April by Deputy Chief Inspector Brendan McGuigan and Antrim DPP were given a short presentation by Bill Priestley in June. Each of these events concluded with detailed question and answer sessions which enabled members to probe the detail of the report.

Feedback from the all DPP members involved in these sessions was very positive and we hope to engage in similar exercises in the future as part of our wider communication strategy. ■

CJI and NIAO sign first Protocol

Since the publication of the John Hunter Light Touch Review and the appointment of Dr Michael Maguire as Chief Inspector, CJI has been engaged in developing protocols with the main criminal justice agencies.

The protocols outline the inspection process and what is to be expected of both the Inspectorate and the agency in facilitating the inspection, the publication of the inspection report and subsequent action plan.

Although CJI has always enjoyed the full co-operation of the criminal justice agencies in undertaking its work, the protocols put the relationships on a more formal footing.

A protocol has been developed between CJI and the Northern

Ireland Audit Office (NIAO) with whom CJI has worked closely for the past number of years. Brendan McGuigan, CJI Deputy Chief Inspector and Robert Hutcheson, Director, Northern Ireland Audit Office, undertook the development of the document.

The protocol was signed by Dr Michael Maguire, Chief Inspector and John Dowdall CB, Comptroller and Auditor General, NIAO on Thursday 9 April.

The NIAO have in the past assisted CJI with the inspection of procurement across the criminal justice system in 2007, and are presently contributing to the thematic inspection on the use of consultants which it is hoped will be published in autumn 2009.

The potential of the relationship



Dr Michael Maguire, Chief Inspector, CJI and John Dowdall CB, Comptroller and Auditor General, NIAO sign the Protocol.

has always been recognised by the Chief Inspector and the Northern Ireland Comptroller and Auditor General and was specifically referred to in the John Hunter Light Touch Review of CJI in 2008.

In preparation for the devolution of justice and policing both organisations were committed to putting the previously good relationship on a more formal footing. ■

CJI hosts Chief Inspector's Forum at Hillsborough

CJI welcomed representatives from across the inspection and regulatory community in the United Kingdom to Northern Ireland when it hosted the Heads of Inspectorates Forum at Hillsborough Castle on 9 June 2009.

The one-day event took place in the impressive surroundings of the Throne Room and involved the Chief Inspectors from the fields of Education, Fire and Rescue, Health and Social Services as well as criminal justice in England, Scotland, Wales and Northern Ireland.

The meeting was chaired by Dr Michael Maguire, who extended a warm welcome to members of the Heads of Inspectorates Forum and guest speakers who included Paul Goggins MP, Minister of State for Northern Ireland; Jonathan Rees, Director General of the Government Equalities Office; Michael O'Higgins, Chair of Audit Commission; and Robin Stoker, Acting Divisional Manager with Ofsted.

In his opening remarks Dr Maguire set out the general theme of the day which was maximising the benefit of inspection and regulation.

The value of inspection – A Minister's view

In his address to the Heads of Inspectorate's Forum, Northern Ireland Minister of State Paul Goggins MP gave an insight into the value of inspection from a Ministerial viewpoint.

He set the scene by outlining his own positive relationship with Criminal Justice Inspection Northern Ireland and the challenges and significance of having an independent inspection body.

The Minister then moved on to examine in more detail five scenarios when inspection can be of real benefit to a Minister.

The first related to situations where there are major problems and a real need for change. Reflecting on a press conference he attended prior to the Heads of Inspectorates forum which dealt with a report – published following a death in custody in one of Northern Ireland's prisons – the Minister indicated it was a watershed that provided a basis from which to take the issues forward.

The Criminal Justice Minister indicated another scenario was when there are major public concerns which he illustrated with the examples of community-restorative justice schemes and the management of sex offenders. Inspections he indicated could provide reassurance

to the public in sensitive areas by independently examining policies and systems.

Other examples included situations where organisations guarded their independence jealously and in providing assistance to planning ahead. Citing the example of the introduction of Criminal Justice (NI) Order 2008 and the changes it brought about in relation to sentencing policy, the Minister indicated it was important to know there was appropriate read across in the justice system. The Minister concluded his remarks on a positive note by highlighting the value of inspection in getting over some good news stories that the public will believe.

Referring to the good work being done in Northern Ireland with young people and video conferencing which is something to be proud of, the Minister said if such work was endorsed by an independent body it tended to carry greater weight than the endorsement of a politician!



Michael O'Higgins, Paul Goggins MP and Dr Michael Maguire outside Hillsborough Castle.

The Equality Bill

Jonathan Rees, Director General of the Government Equalities Office gave an update to the Heads of Inspectorate's Forum on the Equality Bill and the potential role of public service Inspectorates in relation to compliance issues.

His presentation centred on the Equality Bill package and in particular:

- an overview of the Bill and timetable;
- the new equality duty – and its application to new strands – sexual orientation, age, gender reassignment and religion or belief;
- the proposed specific duties in relation to the business cycle, transparency, procurement; and
- the new duty in relation to socio economic inequalities which applies to England and Wales only and will be implemented with a “light touch”.

Mr Rees went on to consider the enforcement of the new duties. The implications for inspectorates he explained were primarily that:

- the new duty will apply to Inspectorates; and
- whilst the Government Equalities Office (GEO) does not see a role



Head of Inspectorates from the inspection and regulatory community in the UK.

in compliance, it sees a key role in helping European Human Rights Commission (EHRC) as part of day to day inspection.

Balancing the inspection burden

During the afternoon session, the chairman of the Audit Commission, Michael O'Higgins discussed the issue of balancing the 'inspection burden' and the increasing emphasis on a risk based approach.



Paul Goggins MP listens to comments from the group of Inspectors.

He also posed the question 'Are inspectorates getting the balance right and how can the often conflicting demands of inspection be met without compromising the integrity of the inspection process?'

Mr O'Higgins suggested the key is in achieving the “right touch” as opposed to “light touch” and there is no one size fits all approach and individual Inspectorates and regulators will be at different points on the continuums.

The day concluded with an update from Robin Stoker on the ruling of the Information Commissioner in relation to Ofsted and its implications. ■



Inspectorate publishes review of management of life sentenced prisoners

Criminal Justice Inspection Northern Ireland (CJI) has published the findings of a review of the arrangements for preparing life sentenced prisoners for release back into the community.

The review published in March 2009, was undertaken following a request made by the Prisons Minister Paul Goggins MP, in May 2008 following concerns about recent cases.

The review was also timely since the Criminal Justice (Northern Ireland) Order, which commenced in May 2008, is expected to increase the number of indeterminate sentenced prisoners here.

“The review considered how well life sentence prisoners are risk assessed and managed in preparation for their release by the Northern Ireland Prison Service (NIPS), Probation Board for Northern Ireland (PBNi) and the Parole Commissioners for Northern Ireland (formerly the Life Sentence Review Commissioners),” explained Tom McGonigle who led the inspection on behalf of CJI.

“It also compared practice in Northern Ireland with other jurisdictions, mainly England and Wales, to identify learning opportunities for the future,” he said.

The objective of risk assessment is to ensure, as far as possible that those whose release is directed would not cause further serious harm, and that prisoners who were required to remain in custody, did indeed present a significant risk to public safety.

Inspectors found that overall risk assessment and risk management in Northern Ireland compared

favourably with other jurisdictions, which shared the same anxieties about managing life sentence prisoners safely back into the community.

Based on the findings of the review, the Inspectorate expressed concern that some of current management arrangements were not sustainable should there be a significant increase in the number of cases being considered.

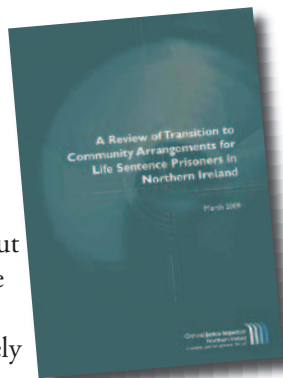
As a result, recommendations were made that the Northern Ireland Prison Service and the Parole Commissioners improve the existing arrangements.

The inspection report commended the improved co-ordination between the agencies involved in dealing with life sentence prisoners that had occurred in recent years.

“There is a fine balance to be struck between public protection and providing opportunities for prisoners to resettle in the community,” said CJI’s Chief Inspector Dr Michael Maguire.

“It is therefore crucial any weaknesses – such as those identified during this review – are addressed promptly to ensure the safe and successful transition from prison to community is maintained,” he said. ■

Copies of the Life Sentence Review report can be viewed or downloaded from the CJI website – www.cjini.org.



CJI receives OPCAT designation

At the end of the financial year it was confirmed that CJI had been designated by the UK Government as one of the bodies to form the UK’s National Preventative Mechanism (UK NPM) in accordance with the Operational Protocol to the Convention Against Torture (OPCAT).

A written ministerial statement identifying the bodies selected across the UK to form the UK NPM was presented to Parliament by Michael Wills MP, Minister of State with the Department of Justice on 31 March.

The Protocol provides that a national preventative mechanism may consist of one body or several. The Government intends that the requirements of OPCAT be fulfilled in the UK by the collective action of existing inspection bodies.

As part of the ratification process, CJI will in the future be one of four bodies directed to carry out a system of regular visits to places of detention in order to prevent the torture and other cruel, inhuman or degrading treatment or punishment of detained persons.

Other bodies designated alongside CJI as part of the UK NPM for Northern Ireland include the Independent Monitoring Board (IMB), the Regulation and Quality Improvement Authority (RQIA) and the Northern Ireland Policing Board Independent Custody Visiting Scheme (NIPBICVS).

Deputy Chief Inspector Brendan McGuigan joined colleagues from across the United Kingdom in London for the formal launch of the UK designated bodies of OPCAT on Tuesday 19 May. The event was hosted by the Ministry of Justice, at the headquarters of the Home Office. ■

Prison Staff Training

An inspection of Prison Service Staff Training and Development has shown that training is central to shifting the culture of the Northern Ireland Prison Service (NIPS) to work more effectively to reduce re-offending and enhance public protection. The report published in June 2009 assessed the quality, uptake and outcomes of training and development for operational staff and managers within the Prison Service.

The inspection found that historically, the bulk of training provided for prison officers within the NIPS was security-focused and driven by the need to update basic skills such as control and restraint of prisoners. Over recent years the role of the prison officer within a modern prison service has and continues to undergo significant change. Staff are being asked to move away from the security-focused role to one where they engage proactively with prisoners to challenge inappropriate behaviour, and assist in their rehabilitation. This shift from turn-key to role model required considerable commitment and effort from staff, and must be supported by increased training and development

focused on promoting and supporting this new way of working.

Inspectors found that following the appointment of the current Director General in 2004, and a new Head of Training and Development at the Prison Service College in 2006, training within the Prison Service had taken some steps forward. However, much remained to be done as security-focused mandatory and refresher training accounted for the majority of training undertaken during 2007-08, rather than developmental staff training designed to equip prison officers with the skills to undertake a more rehabilitative role with prisoners. Inspectors also discovered that operational requirements such as

staffing levels required in the various 'houses' and on prison landings, could impact on the release of staff to attend training events or result in training events being cancelled. The level of sickness absence among staff was also found to be a contributory factor.

The report recommended better arrangements be put in place to assist with the release of staff for training but that this should be done without impacting on the core functions of the Prison Service, such as the release of prisoners from their cells. The Prison Service compiled an Action Plan in response to the report findings which has shown they are taking the necessary steps to refocus its energy on staff training and development. ■



Farewell Sean

CJI paid a fond farewell to its Business Manger Sean Deegan when he retired from the organisation at the start of May.

As one of the original members of the project team involved in setting up CJI, Sean had spent over five years with the organisation beginning his career with the Inspectorate at its temporary base at Massey House and then moving to Great Victoria Street in 2004.

As the only seconded member of staff still with CJI in 2009, Sean's departure signalled the end of an era within the Inspectorate.

Sean's career with the Civil Service spanned 41 and a half years with all his working life spent in Belfast.

To mark the occasion, Sean and



Sean Deegan cuts the cake at his retirement reception.

members of his immediate family were joined by a number of his former work colleagues from CJI and across the Civil Service for an afternoon reception held at CJI's Great Victoria Street offices on Friday 1 May.

The event proved to be a wonderful opportunity for reminiscing and reflecting on the changes that have taken place in the Civil Service over the last four decades.

To mark his retirement, Sean received a painting of Dundrum Cricket Club ground and a number of small mementos from his colleagues in CJI.

During the reception, Chief Inspector Dr Michael Maguire paid tribute to the contribution Sean had made to the organisation during his career and wished him on behalf of his colleagues a long and happy retirement. ■

Police Custody

A report published in June 2009 examined the standards and conditions of police custody arrangements in Northern Ireland. The inspection reviewed current practice within the Police Service of Northern Ireland (PSNI) against its legal requirements under the Police and Criminal Evidence (Northern Ireland) Order 1989 and the OPCAT principles. It utilised methodology developed and piloted by partner inspectorates in England and Wales to ensure custody arrangements were reviewed against consistent standards which set out expectations for custody management and operational delivery.

As part of this inspection Inspectors carried out announced and unannounced visits to nine of the PSNI's 21 operational designated PACE custody suites including the Serious Crime Suite at Antrim to fully assess the standards in place. Inspectors found a high level of awareness existed among staff in custody suites around risk management and the treatment of vulnerable persons, especially in relation to young people or those who potentially were under the influence of drink or drugs. Custody staff were also aware of the need to apply appropriate risk management procedures where a detainee may be at risk of self-harming, have mental health issues or a known medical condition.

Inspectors found evidence that staff had adopted innovative and imaginative approaches to overcoming language barriers when dealing with foreign nationals or immigration

detainees rather than relying solely on a telephone interpretation service. Cells examined during the inspection were also found to be clean and of an acceptable standard, to hold detainees for short periods of time.

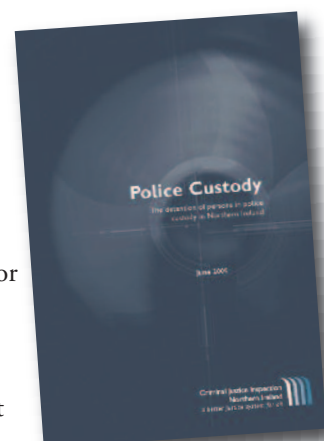
Inspectors however believe that traditional police cells are unsuitable for holding immigration detainees for longer periods of time while they await transfer to an immigration centre in Scotland. While custody staff make efforts to ensure immigration detainees are made comfortable, the existing police estate was neither designed nor built for lengthy periods of detention. CJI therefore recommended the PSNI should, in conjunction with the UK Border Agency, explore alternatives to police cells for immigration detainees detained for more than 36 hours.

Weaknesses were identified during the inspection in relation to the PSNI's clinical governance arrangements and its management and

oversight of the work of its Forensic Medical Officers (FMOs). Inspectors found medications were not sufficiently secured, recorded or disposed of appropriately, and therefore recommended that policies and procedures surrounding the safe storage of medications be reviewed. In addition, improved arrangements need to be put in place to ensure the safe handling of clinical waste and sharps. Cleaning and infection control procedures, especially in medical rooms, require strengthening.

As costs surrounding the provision of forensic medical services were found to be high when compared with other jurisdictions, Inspectors recommended the PSNI undertake a cost-benefit analysis of the current and alternative health care models and implement the most appropriate, cost effective option.

In response to the report the PSNI produced an Action Plan to take the inspection recommendations forward and have already begun work on some of the issues. ■



CJI personnel meet representatives of the Scottish & Irish Prisons Inspectorate

During the month of April CJI met with both the Irish & Scottish Prisons Inspectorate. As part of on-going dialogue and engagement with other partner Inspectorates working in the criminal justice field Dr Michael Maguire met with Andrew McLellan from Her Majesty's Inspectorate of Prisons for Scotland. He also toured Edinburgh Prison during his one-day visit.

Dr Michael Maguire and Tom McGonigle met with Brian Purcell, Director General of the Irish Prison Service at its headquarters in

Longford. The meeting enabled them to view the conditions and facilities at Wheatfield prison in west Dublin. As part of the two-day visit,

they also met with Judge Michael Reilly, head of the Irish Prisons Inspectorate in Dublin. The meetings were organised as part of the CJI's programme of engagement with criminal justice bodies, which assist in increasing understanding and awareness of practice in other jurisdictions within the Inspection Team. ■

Inspectorates assess progress of Public Prosecution Service two years on

The Public Prosecution Service (PPS) was formally established in June 2005. A baseline inspection of the PPS was undertaken in 2007 by Criminal Justice Inspection Northern Ireland and Her Majesty's Crown Prosecution Service Inspectorate. The inspection report made 17 recommendations and raised a series of issues designed to assist with the overall performance of the organisation. At the time of the inspection, the PPS was still a comparatively new organisation that had yet to be fully rolled out across Northern Ireland.

The follow up inspection report set out the findings from a follow-up inspection conducted in January 2009. Its purpose was to establish the progress made against the recommendations and issues raised in the original inspection.

In general, most progress in implementing the recommendations of the baseline inspection had been made in those areas related directly to

the core work of the PPS. For example, substantial progress has been made in relation to the quality of instructions given to counsel, the development of PPS policy on domestic violence, and on matters relating to the training and development of staff on the issue of disclosure. Core prosecutorial decision making remains sound.

There was scope, however, for considerably more progress in relation to the implementation of the recommendations relating to the management challenges facing the PPS. Of the seven major recommendations made in the 2007 baseline inspection, which related to the management of the organisation, there was only one in which substantial progress had been made – that a decision should be taken on the PPS as a department in its own right with responsibility for its own budget. Only some progress has been made in relation to the development of case management, effective organisational structures and improved performance management.

In addition, further progress is required in relation to how the PPS communicates its reasons for directing no prosecution to victims or their representatives. While some progress has been achieved, there remains resistance from prosecutors to providing more detailed reasons for decisions. This will need to be overcome by the direction and commitment of senior managers. There also remain challenges to be addressed in delivering a consistently high level of service to victims and witnesses across Northern Ireland.

The PPS is now a more mature organisation than at the time of the 2007 baseline inspection. Much good work has been done and significant further progress is achievable in the next year. It is still, however, an organisation in transition. There needs to be a continued focus on governance and management issues as well as in relation to the external dimensions of the organisation's work. ■

Busy six months for CJI

It has been a busy six months for the team in CJI. The period was "book ended" with our very successful stakeholder conference in January and the launch of our Corporate Plan at Stormont in June.

The Corporate Plan – highlighted in this addition of *The Spec* – sets out our inspection agenda for the next three years. In between January and June we published a number of substantive reports on our work across the justice system. While recognising the good work that had been undertaken in the development of the justice system in Northern Ireland our reports highlighted a number of key development messages in relation to

the justice organisations including the importance of:

- policing with the community in Northern Ireland and the steps remaining by PSNI to deliver on this challenging agenda;
- the need to focus on resettlement and re-offending as part of on-going prison management;
- equality monitoring and the requirement to take corrective action where appropriate;
- communicating with victims and witnesses by the Public Prosecution Service; and
- the sustainability of current arrangements for the management

of life sentence prisoners with the changes to the sentencing framework.

We also published reports on Forensic Science, Prisoner Officer Training and Police Custody. A common theme to emerge across our work is the on-going issues that justice organisations have in dealing with the legacy issues of the past while trying to develop services for the future. This is a theme I am sure we will return to in future inspections. My thanks to the team at CJI for a busy and productive half year! ■

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

New Inspectors join CJI



Dr Ian Cameron

Ian joined CJI as one of two new members of the Inspection Team in May 2009.

Ian's background is in policing and prior to joining CJI, Ian was a Chief Superintendent and Head of Operations Branch within the PSNI's Operational Support Department.

After leaving the PSNI, Ian said he was attracted to the role of Inspector with CJI because he felt it would allow him to develop a more in-depth knowledge and understanding of the wider criminal justice system in Northern Ireland.

"I applied for the position within the CJI Inspection Team because I support CJI's underlying ethos of promoting efficiency and effectiveness across the whole of the criminal justice system," he told *The Spec*.

"I also felt the variety of work and the prospect it would present to engage with other criminal justice organisations outside of policing and other Inspectorates would provide both interesting and challenging opportunities for me," said Ian.

He continued: "CJI has a valuable contribution to make to the overall justice system by ensuring the highest standards are achieved by the agencies it inspects both in the run up to and post the devolution of policing and justice matters."

Since joining CJI Ian has become involved in a number of inspection

projects. He is currently working with other Inspectors on a follow-up piece of work on avoidable delay in the criminal justice system and a new inspection which recently commenced in relation to vulnerable prisoners.

Ian said he looks forward to working with the existing CJI staff and contributing to the CJI inspection programme, as outlined in the 2009-12 Corporate Plan.

Ian holds a BA (Hons) degree in Public Policy and Management and has a PhD, both from the University of Ulster.



Stephen Dolan

Stephen Dolan also joined CJI as an Inspector in May 2009. Prior to appointment as an Inspector with CJI Stephen worked for DfB NI, a financial training consultancy and spent four years as a non-executive director of the PSNI.

Stephen's interest in the criminal justice system stemmed from a number of pieces of work he was involved in over the past 25 years working within and for the public sector.

"In the past I undertook a review of the roles of NIACRO and Extern in relation to prisoner rehabilitation as part of a piece of work on offender management," Stephen explained.

"This was followed by a piece of work undertaken on behalf of the

Police Authority for Northern Ireland (PANI) which looked at efficiency within the support services of the police," he said.

Stephen has also worked with the Northern Ireland Prison Service on issues involving training and civilianisation.

Reflecting on his previous experience of working with the criminal justice system, Stephen said he was struck by the keen desire he had observed within the criminal justice agencies to reform and provide a service to the community.

"I was attracted to the Inspector's post with CJI because it is an organisation which promotes change for the better. It also uses inspection as a tool to encourage and facilitate organisational development rather than as a tool for audit," added Stephen.

During his career to date, Stephen held a variety of positions including Head of Finance for the Construction Service and Central Procurement Directorate; Head of Business Support, AFBI; Project Manager within DFP; Principal Consultant with Capita Management Consultants; and Business Development Manager with First Consulting Group.

Stephen holds a BSc (Hons) in Biochemistry, and is a qualified accountant. He is also a PRINCE2 practitioner and holds a Diploma in Company Direction from the Institute of Directors.

Since joining CJI Stephen has become involved in two forthcoming inspections – one looking at corporate governance arrangements within the Parole Commission for Northern Ireland and the other examining corporate governance within the Legal Services Commission.

He will also be involved in a future inspection of court custody and prisoner transportation arrangements. ■