

**Partnership Agreement  
between  
Department of Justice  
and  
Criminal Justice Inspection Northern Ireland**



Department of  
**Justice**

An Roinn Dlí agus Cirt  
Máinnystrie O tha Laa

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



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## 1. The Partnership Agreement

- 1.1 This document sets out the way Criminal Justice Inspection Northern Ireland (CJI) and the Department of Justice (DoJ) will work together to ensure that effective corporate governance arrangements are in place and that the statutory remit to ensure CJI's independence is fulfilled.
- 1.2 The partnership is based on a mutual understanding of strategic aims and objectives; clear accountability; and a recognition of the distinct roles of each party. Underpinning the arrangements are the principles set out in the Northern Ireland Code of Good Practice '[Partnerships between Department and Arm's-Length Bodies](#)' which should be read in conjunction with this document. The principles which are laid out in the Code are:

LEADERSHIP
<i>Partnerships work well when Departments and Arm's Length Bodies demonstrate good leadership to achieve a shared vision and effective delivery of public services. Strong leadership will provide inspiration, instil confidence and trust and empower their respective teams to deliver good outcomes for citizens.</i>
PURPOSE
<i>Partnerships work well when the purpose, objectives and roles of Arm's Length Bodies and the sponsor Department are clear, mutually understood and reviewed on a regular basis. There needs to be absolute clarity about lines of accountability and responsibility between Departments and Arm's Length Bodies. In exercising statutory functions Arm's Length Bodies need to have clarity about how their purpose and objectives align with those of Departments.</i>

<b>ASSURANCE</b>
<i>Partnerships work well when Departments adopt a proportionate approach to assurance, based on Arm's Length Bodies' purpose and a mutual understanding of risk. Arm's Length Bodies should have robust governance arrangements in place and in turn Departments should give Arm's Length Bodies the autonomy to deliver effectively. Management information should be what is needed to enable Departments and Arm's Length Bodies to provide assurance and assess performance.</i>
<b>VALUE</b>
<i>Partnerships work well when Departments and Arm's Length Bodies share knowledge, skills and experience in order to enhance their impact and delivery. Arm's Length Bodies are able to contribute to policy making and Departmental priorities. There is a focus on innovation, and on how Departments and Arm's Length Bodies work together to deliver the most effective policies and services for its customers.</i>
<b>ENGAGEMENT</b>
<i>Partnerships work well when relationships between Departments and Arm's Length Bodies are open, honest, constructive and based on trust. There is mutual understanding about each other's objectives and clear expectations about the terms of engagement.</i>

A full copy of the Northern Ireland Code can be found at **Annex 6**.

1.3 CJI and the DoJ are committed to:

- maintaining open and honest communication and dialogue;
- keeping each other informed of any issues and concerns, and of emerging areas of risk; and
- acting at all times in the public interest and in line with the values of integrity, honesty, objectivity and impartiality.

1.4 The effectiveness of this Agreement and the associated Engagement Plan will be reviewed each year by CJI and the DoJ in order to assess whether it is operating as intended and to identify any emerging issues/opportunities for enhancement. This can be carried out as part of existing governance arrangements. The document will be reviewed formally at least once every three

years to ensure it remains fit for purpose and up to date in terms of current governance frameworks. The formal review will be proportionate to CJI's size and overall responsibilities and will be published on both CJI's and the DoJ's websites as soon as practicable following completion. A copy of this agreement has been placed in the Northern Ireland Assembly Library.

## **CJI - Establishment and Purpose**

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### **2. Background and Statutory Purpose**

- 2.1 CJI was established in 2002, as an Executive Non-Departmental Public Body (NDPB) of the Northern Ireland Office under Section 45 of the Justice (Northern Ireland) Act 2002 to inspect or ensure the inspection of all aspects of the criminal justice system. The courts' administration was initially omitted from the organisation's inspection remit but was added following legislative change in 2007. Following the devolution of policing and justice matters in April 2010, CJI subsequently became an Executive NDPB of the DoJ.

### **3. Chief Inspector's Status**

- 3.1 The Chief Inspector of Criminal Justice in Northern Ireland (Chief Inspector) is a Corporation Sole. A Corporation Sole is a legal entity consisting of a single ('sole') incorporated office, occupied by a single ('sole') person. This allows corporations to pass without interval from one office holder to the next successor in-office, giving the position legal continuity with subsequent office holders having identical powers to their predecessors.

### **4. Statutory Duties, Functions and Powers**

- 4.1 The Chief Inspector is appointed by the Minister of Justice and must perform the following duties:
- carry out inspections of the bodies as outlined in Section 46(1) of the Justice (Northern Ireland) Act 2002 and Section 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;
  - take account of Section 46 of the Justice (Northern Ireland) Act 2002 when carrying out inspections;
  - carry out inspections in line with Section 47 of the Justice (Northern Ireland) Act 2002, including preparing a programme of inspections which he/she proposes to carry out in consultation with the DoJ and the Attorney General for Northern Ireland;

- report to the DoJ on each inspection in line with Section 49 of the Justice (Northern Ireland) Act 2002;
- establish the overall strategic direction of CJI within the policy and resources framework determined by the Minister of Justice and her/his officials; and the DoJ;
- maintain the independence of CJI;
- ensure that the DoJ is kept informed of any changes which are likely to impact on the independence or strategic direction of CJI;
- appoint, with the DoJ's approval, a Chief Executive to CJI and in consultation with the DoJ, set performance objectives and remuneration terms linked to these objectives for the Chief Executive, which give due weight to the proper management and use of public monies;
- assess the performance of the Chief Executive;
- encourage and deliver high standards of regularity and propriety; and
- represent the views of CJI to the general public.

4.2 The aim of CJI is to improve the public's confidence in the criminal justice system through the development and implementation of a programme of independent inspections. Through its Inspection Programme, CJI seeks to support the Government's strategic aims for the criminal justice system in Northern Ireland as follows:

- to support safe and resilient communities;
- to address harm and vulnerability;
- to challenge offending behaviours and support rehabilitation; and
- to deliver an effective justice system.

4.3 It is agreed that the overall strategic aim of CJI is to promote the effectiveness, efficiency and even-handedness of the criminal justice system in Northern Ireland.

4.4 It is also the aim of CJI to:

- secure improvement and greater co-operation between the various statutory, voluntary and community organisations that contribute to the criminal justice system;
- communicate regularly with its stakeholders;
- where appropriate, to work in partnership with other Inspectorates and avail of internationally recognised expertise and experts in specialist fields to enhance the inspection process; and
- to work in a collaborative manner with the inspected agencies to secure improvement while maintaining its reputation for carrying out independent, impartial inspections.



## Governance Arrangements

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### 5. Organisational Status

- 5.1 While Corporation Soles do not have Boards, legislation may require the appointment of advisory boards to provide advice and assistance to the Chief Inspector in relation to their functions. The Senior Management Team (SMT) of CJI acts as its Board and is made up of the Chief Inspector, who acts as Chair, and the Deputy Chief Inspector, who is also Chief Executive and Accounting Officer. The SMT is also attended by CJI's Business and Communications Manager, an individual Inspector, and a representative from the DoJ Financial Services Division (FSD) who provide finance and accountancy services to CJI. CJI also has in place an Audit and Risk Assurance Committee (ARAC), which includes two Non-Executive members, who act as chair on a rotational basis. Further detail on the ARAC can be found at Section 7.
- 5.2 CJI is a legal entity in its own right, employing its own staff and operating at arm's-length from the DoJ. As a legal entity it must comply with all associated legislation including legislation relating to its employer status.

### 6. Governance Framework

- 6.1 The Chief Executive of CJI is designated as the Accounting Officer for CJI by the Departmental Accounting Officer with responsibilities laid out in Managing Public Money Northern Ireland and his/her appointment letter. As Accounting Officer, the Chief Executive is personally accountable for safeguarding the public funds for which they have charge; for ensuring propriety, regularity, value for money in the handling of those public funds; and for the day-to-day operations and management required to deliver their legislative obligations.
- 6.2 The Chief Executive has an established Corporate Governance Framework which includes governance structures, risk management and internal control arrangements. The DoJ must be satisfied with these arrangements.
- 6.3 An account of CJI's governance arrangements is included in the CJI annual Governance Statement together with the CJI's Accounting Officer's assessment of compliance with the extant Corporate Governance Code of Good Practice

(Northern Ireland). Any departure from the Corporate Governance Code must be explained in the Governance Statement. The extant Corporate Governance Code of Good Practice (Northern Ireland) is available on the DoF website.

- 6.4 CJI is required to follow the principles, rules, guidance and advice in Managing Public Money Northern Ireland. A list of other applicable guidance and instructions which CJI, is required to follow is set out in **Annex 5**. Good governance should also include positive stakeholder engagement, the building of positive relationships and a listening and learning culture.

### **Principal Officer for Ombudsman Cases**

- 6.5 The Chief Executive of CJI is the Principal Officer for handling cases involving the Northern Ireland Public Sector Ombudsman. The Chief Executive shall advise the DoJ Permanent Secretary of any complaints about CJI accepted by the Ombudsman for investigation, and about the proposed response to any subsequent recommendations from the Ombudsman.

## **7. Audit and Risk Assurance Committee (ARAC)**

- 7.1 While Corporation Soles do not have Boards, they will usually have ARAC to support the Accounting Officer with their responsibilities for risk management, internal control and the annual report and accounts. CJI has an independent ARAC.
- 7.2 CJI's ARAC was established by the Accounting Officer in 2006 in accordance with the Codes of Practice for Public Bodies and in line with the Audit and Risk Committee Handbook. The ARAC includes two Non-Executive members and meetings, which take place four times per year, are chaired by a Non-Executive member on a rotational basis. Membership will be reviewed every three years, with Non-Executive /Independent members permitted to serve a maximum of two three-year terms in succession, subject to satisfactory performance and attendance. CJI adheres to its Raising Concerns guidance which takes cognisance of the guidance and policies in place within the Northern Ireland Civil Service (NICS) including current guidance on raising concerns published by the DoJ. CJI's Raising Concerns guidance that has been approved by the ARAC along with the DoJ's Raising Concerns policy (attached at **Annex 4** of this

agreement), refers to both situations where a concern is raised by an internal and external source. CJI's raising concerns procedures are designed to reassure staff that it is safe and acceptable to speak up when they have a concern about malpractice. They encompass steps to be followed if a member of staff has a concern about malpractice within the organisation or an anonymous or other allegation is made relating to a criminal justice organisation. CJI also has in place an anti-fraud and anti-bribery policy and associated action plan, which sets out the procedures and responsibilities for reporting and investigating suspected fraud within CJI and the prosecution of offenders. This policy and associated action plan supports CJI to manage the risk of fraud and bribery in the context of managing wider organisational risks and the ARAC advises the Accounting Officer on these policies and any arrangements for special investigations.

7.3 The DoJ will specify the arrangements it has determined appropriate for CJI. Arrangements include:

- attendance by departmental representatives in an observer capacity at ARAC meetings;
- access to ARAC papers and minutes; and
- input from CJI's ARAC to the DoJ ARAC.

7.4 Notwithstanding the fact that Corporation Soles do not have Boards, where ARACs are established, they should operate in line with the Audit and Risk Assurance Committee Handbook (Northern Ireland). In the event of significant non-compliance with the handbook's five good practice principles (or other non-compliance) discussion will be required with the Department and a full explanation provided in the annual Governance Statement. The extant Audit and Risk Assurance Committee Handbook (Northern Ireland) is available on the DoF website.

## Role of the Department

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### 8. Partnership Working with Criminal Justice Inspection Northern Ireland

- 8.1 Arrangements between the DoJ and CJI are open, honest, constructive, and based on trust. There is mutual understanding of the Chief Inspector's remit and a shared understanding of risks.
- 8.2 There is clarity on the terms and purpose of engagement between the Chief Inspector and the DoJ and opportunities for exchange of skills and experience are considered along with opportunities for shared services.
- 8.3 The DoF has established, on behalf of the Northern Ireland Assembly, a delegated authority framework which sets out the circumstances where prior DoF approval is required before expenditure can be incurred or commitments entered into. The Accounting Officer of the DoJ has established an internal framework of delegated authority for the DoJ and its ALBs which apply to CJI. Other specific approval requirements established in respect of CJI are set out at **Annex 3**.
- 8.4 Once CJI's budget has been approved by the DoJ and subject to any restrictions imposed by statute CJI shall have authority to incur expenditure approved in the budget without further reference to the DoJ. Inclusion of any planned and approved expenditure in the budget shall not however remove the need to seek formal Departmental approval where proposed expenditure is outside the delegated limits (as laid out in **Annex 3**) or is for new schemes not previously agreed. Nor does it negate the need to follow due processes laid out in guidance contained in Managing Public Money Northern Ireland and guidance on Expenditure Appraisal and Evaluation.

### 9. Lead Official

- 9.1 The DoJ has appointed a lead senior official (usually Grade 5 level) to manage the relationship with the CJI. Engagement between the DoJ and CJI will be co-ordinated, collaborative and consistent. This will be communicated to staff in both the DoJ and CJI in order to promote mutual understanding and support. The lead senior official will be supported by the sponsoring team in the DoJ and

shall have primary responsibility within the team for overseeing the activities of CJI and also working alongside colleagues in FSD.

9.2 The lead senior official will have a clear understanding of CJI's remit and the relevant audiences/stakeholders involved.

9.3 The lead senior official will ensure that where there are DoJ staff changes, time is taken to ensure they have a full understanding of the CJI's remit.

## **10. Annual Engagement Plan**

10.1 The DoJ and CJI will agree an engagement plan before the start of each business year. The Annual Engagement Plan (example at **Annex 2**) will set out the timing and nature of engagement between CJI and the DoJ. The Engagement Plan will be specific to the CJI and should not stray into operational oversight.

10.2 The Annual Engagement Plan will also reference the agreed management and financial information to be shared over the course of a year. The aim will be to ensure clear understanding of why information is necessary and how it will be used. Where the same, or similar information is required for internal governance, information requirements will be aligned so that a single report can be used for both purposes. In addition, the engagement plan should consider opportunities for actions which could help achieve better impact/outcomes.

10.3 The Annual Engagement Plan will also consider CJI's wider relationship with the Department, incorporating those business areas involved in inspections and reflecting the relationship between the Chief Inspector and the Minister of Justice.

## **11. Chief Inspector Appraisals**

11.1 The Chief Inspector's annual appraisal will usually be completed by the DoJ Director of Access to Justice. In making arrangements for annual appraisals the DoJ will consider the Chief Inspector's statutory remit, and sources of information/evidence that demonstrate the Chief Inspector's impact and effectiveness.

## **12. Departmental Accounting Officer**

- 12.1 The DoJ/Departmental Accounting Officer is accountable to the Northern Ireland Assembly for the issue of grant in aid to CJI. They have designated the Chief Executive as Accounting Officer for CJI and respective responsibilities of the DoJ/Departmental Accounting Officer and the CJI Accounting Officer are set out in Chapter 3 of Managing Public Money Northern Ireland.
- 12.2 The Departmental/DoJ Accounting Officer may withdraw Accounting Officer designation if they conclude that the Chief Executive is no longer a fit person to carry out the responsibilities of an Accounting Officer or that it is otherwise in the public interest that the designation be withdrawn. Withdrawal of Accounting Officer status would bring into question the appointment of the role holder as Chief Executive.
- 12.3 The Chief Inspector and Chief Executive are accountable to the DoJ/Minister of Justice for his/her stewardship of CJI. This includes matters of financial propriety, regularity, prudent and economical administration, efficiency and effectiveness.
- 12.4 The Departmental/DoJ Accounting Officer must be informed in the event that the Chief Inspector and/or Chief Executive are contemplating a course that would infringe upon the requirement for financial propriety, regularity, prudent and economical administration, efficiency or effectiveness. In all other regards, the Departmental/DoJ Accounting Officer has no day-to-day involvement with CJI.
- 12.5 In line with DoF requirements, the CJI Accounting Officer will provide a periodic annual declaration of fitness to act (End of Year Stewardship Statement) as Accounting Officer to the Departmental/DoJ Accounting Officer.

## **13. Attendance at Public Accounts Committee**

- 13.1 The Chief Executive may be summoned to appear before the Public Accounts Committee (as laid out in their Accounting Officer appointment letter) to give evidence on the discharge of their responsibilities as Accounting Officer on issues arising from Comptroller & Auditor General (C&AG) studies or reports following the annual audit of accounts. The Chief Executive may also, on occasion, be called to give evidence to the Public Accounts Committee on such

relevant issues arising within the C&AG's studies or reports, in relation to the role and actions taken by them, where appropriate.

13.2 In addition, the Departmental/DoJ Accounting Officer may be summoned to appear before the Public Accounts Committee to give evidence on the discharge of their responsibilities as Departmental/DoJ Accounting Officer with overarching responsibility for CJI. In such circumstances, the Departmental/DoJ Accounting Officer may therefore expect to be questioned on their responsibilities to ensure that:

- there is a clear strategic control framework for CJI;
- sufficient and appropriate management and financial controls are in place to safeguard public funds;
- the designated Accounting Officer is fit to discharge his/her responsibilities;
- there are suitable internal audit arrangements;
- accounts are prepared in accordance with relevant legislation and any accounting direction; and
- intervention is made, where necessary, in situations where the CJI Accounting Officer's advice on transactions in relation to regularity, propriety or value for money are overruled.

## Assurance Framework

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### 14. Autonomy and Proportionality

14.1 The DoJ recognises CJI's status as a separate legal entity with its own statutory remit, autonomy and governance arrangements. The DoJ acknowledges CJI may utilise funds allocated to it in line with paragraphs 8.3 and 8.4 of this Agreement and the Engagement Plan to effectively fulfil its statutory responsibilities.

14.2 A proportionate approach to assurance will be taken based on CJI's statutory remit, the nature of its business, budget and associated risks. The approach will include an agreed process through which the CJI Accounting Officer provides written assurance to the DoJ that the public funds and organisational assets for which they are personally responsible are safeguarded, have been managed with propriety and regularity, and use of public funds represents value for money.

14.3 Recognising the governance arrangements in place within the organisation, the CJI Accounting Officer will arrange for their written assurance to be discussed at the CJI ARAC, prior to submission to the DoJ. The ARAC should provide written confirmation that it is reflective of their knowledge of the position.

14.4 In addition to the CJI Accounting Officer's written assurance, the DoJ will take assurance from the following key aspects of CJI's own governance framework:

- established SMT meetings in place;
- established advisory boards in place (if applicable);
- Internal Audit assurance and External Quality Assessment of the Internal Audit function; and
- externally audited Annual Report and Accounts, reviewed/considered by CJI's ARAC.

### 15. Internal Audit Assurance

15.1 CJI is required to establish and maintain arrangements for an internal audit function that operates in accordance with Public Sector Internal Audit Standards (PSIAS). The DoJ must be satisfied with the competence and qualifications of



the Head of Internal Audit and that the requirements for approving appointments are in accordance with PSIAS.

15.2 In the event that the internal audit function is contracted out, CJI shall ensure that the DoJ is satisfied that the contract specification for the internal audit service meets the requirements of PSIAS.

15.3 CJI will provide its internal audit strategy, periodic audit plans and annual audit report, including the Head of Internal Audit's opinion on risk management, control and governance to the DoJ. CJI will ensure the DoJ's internal audit team have complete right of access to all relevant records. This applies whether the internal audit function is provided in-house or is contracted out.

15.4 The DoJ will ensure regular, periodic self-assessments of the internal audit function in line with PSIAS and will share these with the CJI. The DoJ will also liaise with the CJI on the External Quality Assessment (EQA) of the internal audit function which (in line with PSIAS) is required to be conducted at least once every five years by a qualified independent assessor.

15.5 CJI will alert the DoJ to any less than satisfactory audit reports at the earliest opportunity on an ongoing basis. CJI will also alert the DoJ to a less than satisfactory annual opinion from the Head of Internal Audit at the earliest opportunity. CJI and the DoJ will then engage closely on actions required to address the less than satisfactory opinion in order to move CJI to a satisfactory position as soon as possible.

15.6 The DoJ will take assurance from the fact that CJI has met the requirements of PSIAS and has a satisfactory annual opinion from the Head of Internal Audit as part of its overall assurance assessment.

## **16. Externally Audited Annual Report and Accounts**

16.1 CJI is required to prepare an Annual Report and Accounts in line with the Government Financial Reporting Manual (FReM) issued by the DoF and the specific Accounts Direction issued by the DoJ, and in accordance with the deadlines specified.

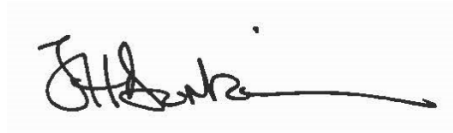
- 16.2 The C&AG will arrange to audit CJI annual accounts and will issue an independent opinion on the accounts. The C&AG passes the accounts to the DoJ who shall lay them before the Northern Ireland Assembly together with CJI's annual report.
- 16.3 The C&AG will also provide a Report to Those Charged with Governance (RTTCWG) to CJI which will be shared with the DoJ.
- 16.4 CJI will alert the DoJ to any likely qualification of the accounts at the earliest opportunity. In the event of a qualified audit opinion or significant issues reported in the RTTCWG, the DoJ will engage with CJI on actions required to address the qualification/significant issues.
- 16.5 The DoJ will take assurance from the external audit process and an unqualified position as part of its overall assurance assessment.
- 16.6 The C&AG may carry out examinations into the economy, efficiency and effectiveness with which CJI has used its resources in discharging its functions. The C&AG may also carry out thematic examinations that encompass the functions of CJI.
- 16.7 For the purpose of audit and any other examinations, the C&AG has statutory access to documents as provided for under Articles 3 and 4 of the Audit and Accountability (Northern Ireland) Order 2003.

## Signatories

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CJI and the DoJ agree to work in partnership with each other in line with the Northern Ireland Code of Good Practice '**Partnerships between Departments and Arm's-Length Bodies**' and the arrangements set out in this Agreement.

Signed:



**Jacqui Durkin**

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

Date:

24 June 2025

Signed:



**James Corrigan**

**Chief Executive and Accounting Officer,  
Criminal Justice Inspection Northern Ireland.**

Date:

24 June 2025

Signed:



**Andrew Dawson**

**Director, Criminal Justice Policy and Legislation,  
Department of Justice.**

Date:

25 June 2025

## Annex 1 – Applicable Legislation

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List the founding legislation and other key statutes which provide CJI with its statutory functions, duties and powers.

CJI established under:

[Section 45 Justice \(Northern Ireland\) Act 2002](#) as amended by [Schedule 13 of The Northern Ireland Act 1998 \(Devolution of Policing and Justice Functions\) Order 2010](#).

Functions of Chief Inspector:

[Sections 46\(1\) Justice \(Northern Ireland\) Act 2002](#) and [Section 45 Justice and Security \(Northern Ireland\) Act 2007](#) (as amended).

Further provisions about functions:

[Section 47 Justice \(Northern Ireland\) Act 2002](#) (as amended).

Reporting to Department:

[Section 49 Justice \(Northern Ireland\) Act 2002](#) (as amended).

Chief Inspector's Tenure, salary, staffing, annual report, financial provisions, and delegation of functions:

[Schedule 8 Justice \(Northern Ireland\) Act 2002](#) (as amended).

## Annex 2 – Illustrative Annual Engagement Plan

Good engagement is one of the key principles in the Partnership Code, underpinning the other principles of: Leadership; Purpose; Assurance; and Value.

As laid out in the Code, partnerships work well when relationships between Departments and ALBs are open, transparent, honest, constructive and based on trust and when there is mutual understanding of each other's objectives and clear expectations about the terms of engagement.

The template provided outlines the key areas of engagement between Departments and all ALBs and should be tailored/amended to reflect the particular circumstances of bodies that are Corporation Soles.

Illustrative DoJ – CJI Engagement Plan 2024-25		
Policy Development and Delivery		
<i>Add details of the planned engagement between the ALB and the Department in relation to development and monitoring of existing and new areas of policy.</i>		
Policy Area if appropriate	Frequency/Timing	Lead Departmental/ALB Officials
Executive/Government policy development.	Promptly with advice on interpretation of the policy concerned.	DoJ Senior Lead official and Team members.
Delivery of Departmental Policies (including achievement of key outcomes).	Biannual basis.	CJI business management team.
Strategic Planning		
Activity	Date	Lead Departmental/ALB Official
ALB Strategic Planning and identification of areas	Sufficiently well in advance to inform development of the	CJI Chief Executive.

of strategic interest to the Department.	Business Plan for the year ahead.	
Engagement on the draft CJI Corporate Plan and annual Business Plans incorporating the Inspection Programme.	Regular discussion throughout the year.	Business Manager CJI, CJI Chief Executive and DoJ sponsorship team.
<b>Joint Working</b> <i>Add details of any interchange opportunities, and/or joint programme/project delivery boards</i>		
<b>Activity</b>	<b>Frequency/Timing</b>	<b>Lead Departmental/ALB Official</b>
<b>Assurances</b> <i>Add details of the timetable for submission of key assurance sources and any other assurance related activity</i>		
<b>Action</b>	<b>Date</b>	<b>Lead Departmental/ALB Official</b>
Audit and risk assurance Committee arrangements.	Quarterly meetings.	CJI Business Manager and DoJ Sponsorship Team.
Assurance Statement <i>(incorporated within Mid and Year End Stewardship Statements.</i>	Bi-annually.	CJI Chief Executive and Accounting Officer.
Draft Governance Statement.	Annually.	CJI Accounting Officer
Annual Report and Accounts.	End of each financial year.	Laid by DoJ and published by CJI (extensive pre-publication discussions between DoJ and CJI).
Internal Audit Plans and Opinions.	Periodic audit plans and annual audit report.	CJI and DoJ agree arrangement for completion.

## Budget Management

*Add details of the information and returns to be provided.*

Item and Purpose	Date	Lead Departmental/ALB Official
Engagement on CJI budget requirements and Forecast Expenditure for the Financial Year.	Quarterly via Oversight meetings and informally as required.	CJI Business Manager, CJI FSD Accountant, Sponsor Team, FSD Sponsor Team FSD Accountant.
Departmental approval of the annual budget.	Annually.	DoJ Permanent Secretary, CJI Chief Executive and Accounting Officer.
Monthly Financial Management Returns.	Monthly.	CJI Business Manager/CJI FSD Accountant.
Monthly Cash Forecast.	Monthly.	CJI Business Manager/CJI FSD Accountant.
Monitoring Round Returns.	Three times a year.	CJI Business Manager/CJI FSD Accountant.
Provisional Outturn.	Twice a year.	CJI Business Manager/CJI FSD Accountant.
Final Outturn.	Annually.	CJI Business Manager/CJI FSD Accountant.

## Other

*Tailor as required to reflect the specific requirements*

Item and Purpose	Submission Date	Lead Departmental/ALB Official
Accounting Officer – Fitness to Act as Accounting Officer ( <i>End of Year Stewardship Statement</i> ).	Periodic annually request from the Departmental/DoJ Accounting Officer.	CJI Chief Executive and Accounting Officer.
Fraud Reporting.	Immediate reporting of all frauds (proven or suspected/ attempted fraud.	CJI Business Manager, DoJ will report frauds immediately to DoF and the C&AG.

		Completion of annual fraud return commissioned by DoF on fraud and theft suffered by CJI.
Preparation of business cases – departments and ALBs to consider working together to share expertise where appropriate.	As required	CJI Business Manager/CJI FSD Accountant/DoJ Accountant/DoJ Economists, FSD.
Whistleblowing cases/ Raising Concerns.	Report in line with NICS Public Interest Disclosure policy and CJI's own Raising Concerns Guidance with reference to DoJ Raising a Concern Policy.	CJI Chief Inspector, CJI Chief Executive, CJI Business Manager, DoJ Sponsor Team.
Inspections and Inspection Reports.	In line with CJI Inspection Programme.	Reducing Offending and Northern Ireland Prison Service – Beverley Wall; Safer Communities – Mark Goodfellow; Access to Justice – Sean Holland; and Justice Delivery – Deborah Brown.
Report on performance, planned activities and policy developments.	Annually.	CJI Chief Inspector and Minister of Justice.
<b>Review of the Partnership Arrangement</b> <i>Tailor as required to reflect the specific requirements</i>		
<b>Item and Purpose</b>	<b>Date</b>	<b>Lead Departmental/ALB Official</b>



Light Touch Review of the Partnership Agreement.	Schedule following the end of the Business (Financial) Year.	CJI Business Manager/DoJ Sponsor Team.
Formal review of the Partnership Agreement.	Once every three years.	CJI Chief Executive and Accounting Officer/DoJ Sponsor Team Lead.

## Annex 3 – Delegations

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### Delegated authorities

CJI shall obtain the DoJ's/Department's prior written approval before:

- entering into any undertaking to incur any expenditure that falls outside the delegations, or which is not provided for in the ALB's annual budget as approved by the DoJ;
- incurring expenditure for any purpose that is or might be considered novel or contentious, or which has or could have significant future cost implications;
- making any significant change in the scale of operation or funding of any initiative or particular scheme previously approved by the DoJ;
- making any change of policy or practice which has wider financial implications that might prove repercussive, or which might significantly affect the future level of resources required; or
- carrying out policies that go against the principles, rules, guidance and advice in Managing Public Money Northern Ireland.

### CJI Specific Delegated Authorities



DoJ delegated  
limits at 1 December

***These delegations shall not be altered without the prior agreement of the department and, where applicable, DoF.***

## Annex 4 – Concerns/Complaints in respect of the Corporation Sole

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In line with the Northern Ireland Code of Good Practice and the arrangements in this Agreement the approach to concerns/complaints raised in respect of the Chief Inspector of Criminal Justice in Northern Ireland (Chief Inspector) should be transparent and collaborative. The principle of early and open engagement is important, with the DoJ made aware of any concerns/complaints as soon as practicable.

While the Chief Inspector is a Public Appointee rather than an employee, an employee may utilise CJI's Raising Concerns (Whistleblowing) guidance/other HR procedure (CJI defaults to the NICS Grievance procedure) to raise a complaint against the Chief Inspector. The CJI employee raising the grievance should expect this to be handled in line with CJI's HR procedures.

Concerns/complaints might also be raised through:

- CJI Complaints processes; or
- directly with CJI or the DoJ.

Where a concern/complaint is received within CJI in respect of the Chief Inspector, the DoJ should be notified at the earliest opportunity by the Chief Executive in order for the DoJ to determine the approach to handling the complaint/concern.

The DoJ do not have a role in relation to complaints made about any other staff in CJI other than the Chief Inspector. If a complaint in relation to another staff member has not been resolved internally using the Stage One process outlined in the CJI complaints process, or if the complaint has escalated outside the organisation, the Chief Executive or Business and Communications Manager will make the DoJ aware of this in the interests of openness and transparency.

A copy of the CJI Complaints Policy is available on the CJI website [here](#).



CJI Guidance -  
Raising Concerns - \



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## Annex 5 – Applicable Guidance

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The following non-exhaustive list of guidance is applicable to CJI.

### **Guidance issued by the DoF**

- Managing Public Money Northern Ireland;
- Public Bodies – A Guide for Northern Ireland Departments;
- Corporate Governance in central government departments – code of good practice;
- DoF Risk Management Framework;
- His Majesty’s Treasury (HMT) Orange Book;
- The Audit and Risk Assurance Committee Handbook;
- Public Sector Internal Audit Standards;
- Accounting Officer Handbook – HMT Regularity, Propriety and Value for Money
- Better Business Cases Northern Ireland guidance (or the superseded Northern Ireland Guide to Expenditure Appraisal and Evaluation for projects already initiated under that guidance);
- Dear Accounting Officer (DAO) Letters;
- Dear Finance Director (FD) Letters;
- Dear Consolidation Officer and Dear Consolidation Manager Letters;
- The Consolidation Officer Letter of Appointment;
- Government Financial Reporting Manual (FReM);
- Guidance for preparation and publication of annual report and accounts; and
- Procurement Guidance.

### **Other Guidance and Best Practice**

- Specific guidance issued by the DoJ;
- European Union Delegations (where appropriate);
- Recommendations made by the Northern Ireland Audit Office (NIAO)/Northern Ireland Assembly Public Accounts Committee (PAC);
- NIAO Good Practice Guides;
- Guidance issued by the Northern Ireland Executive’s Asset Management Unit; and
- Northern Ireland Public Services Ombudsman guidance.

## Annex 6 – Northern Ireland Code of Good Practice

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### NI Code of Good Practice February 2025



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Code of Good Practi

[Corporate governance in central government departments: code of good practice NI](#)