

Criminal Justice Inspection
Northern Ireland
a better justice system for all



ANNUAL REPORT & ACCOUNTS 2024-25

A BETTER JUSTICE SYSTEM FOR ALL



ANNUAL REPORT AND ACCOUNTS

FOR THE YEAR ENDED
31 MARCH 2025

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

4 July 2025

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This publication is also available on [our website](#).

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PERFORMANCE REPORT

The Performance Report provides information on Criminal Justice Inspection Northern Ireland (CJI) during 2024-25. This information is provided in two parts. In this section of the Annual Report, you will find:



- the **Overview** summarises key information about CJI and its principal business objectives and performance in 2024-25. It highlights the risks CJI identified in-year to achieving its objectives and the steps CJI has taken to manage their impact; and
- the **Performance Analysis** provides more detailed information on CJI's performance during the financial year, how this performance supports the achievement of CJI's Corporate Objectives and links to the Programme for Government's (PfG's) objectives.

OVERVIEW



JACQUI DURKIN

Chief Inspector of Criminal Justice in Northern Ireland.

STATEMENT BY THE CHIEF INSPECTOR

This Annual Report is particularly important as we celebrated CJI's 20th Anniversary throughout the year. We were delighted and grateful for the many congratulatory messages received from the Minister of Justice, inspected organisations, community and voluntary organisations, other Inspectorates, partners and key stakeholders.

Following an open competition, I was reappointed by the Minister of Justice in November 2024 for a second and final term as Chief Inspector.

I am delighted to continue to serve in this diverse and challenging role, supported by such a dedicated and professional team.

I welcome the recently published Programme for Government 2024-2027 and its priorities for Safer Communities, Ending Violence Against Women and Girls and the Reform and Transformation of Public Services that resonate with the risk based Inspections and Follow-Up Reviews we have completed this year, are ongoing and will be reflected in the 2025-26 Inspection Programme. I expect there will also be clear connections with the new Department of Justice Corporate Plan and Business Plan as there are with current Plans.

This year I published seven full Inspection Reports and one Follow-Up Review report. These included inspections where the absence of the Northern Ireland Assembly and shortened mandate meant that much needed legislative and policy reform was long overdue. I am hopeful this will be addressed in the next mandate and a new legislative programme.

I also published the first Annual Review Report of Part 1 of the Domestic Abuse and Civil Proceedings Act (Northern Ireland) 2021 (the Act). At least seven time-bounded independent Annual Reviews are required under the Act and the Minister of Justice has asked me to carry these out.

This work required additional resource and diverting Inspectors from programmed work. It included a case file review supported by Inspectors from His Majesty's Inspectorate of Constabulary and Fire & Rescue Services and His Majesty's Crown Prosecution Inspectorate. Their expertise was supplemented by our Inspectors and was important to provide evidence and assurance about how well the intentions of the Act and its powers were being applied by Police Officers and Prosecutors. I do not anticipate a case file review will be required every year, but it is an important part of evidence gathering and assessment to provide assurance and make recommendations where needed.

As in every year, a number of Inspections, Follow-Up Reviews and a Ministerial Requested Review were also in progress at year end. At 31 March 2025, we had one Act Review Report awaiting publication and two Inspection Reports at factual accuracy check stage. There were also a number of Inspections and one Ministerial Requested Review at fieldwork stage.

Throughout the year we were active United Kingdom National Preventive Mechanism (UK NPM) members, carrying out inspections in Hydebank Wood Secure College and Women's Prison and a Follow-Up Review of our Police Custody Inspection Report. Inspector Rachel Lindsay continues to effectively Chair the Northern Ireland UK NPM Subgroup and, along with two colleagues, she attended and contributed to the 2024 UK NPM Annual Conference in Cardiff.

I was honoured to be asked to represent the UK NPM in Warsaw, Poland in July 2024 as a delegate on Organisation for Security and Co-operation in Europe, Office for Democratic Institutions and Human Rights training on Detention Monitoring and Protection of Human Rights while preventing and countering violent extremism and radicalisation to terrorism in prison.

While CJI has a long track record of using our limited resources well, adequate funding for required expertise and capacity for Inspections and Ministerial Requested Reviews, particularly in a climate where partner Inspectorates we work with are also under pressure and some are now hard charging for their support, remains a concern. We will continue to regularly and constructively engage with our Department of Justice Sponsor Team on adequate budget allocation to meet our business needs and effective budget management.

As well as working with partner Inspectorates on joint work, we maintained our positive links with other Inspectorates, Human Rights, Ombudsman, Regulatory and other oversight Bodies in Northern Ireland, Great Britain, and the Republic of Ireland. In September 2024, I was pleased to meet Janis Adair, Chief Inspector in the Department of Corrections, New Zealand in our offices.

In May 2024 we hosted the Five Nations Police Inspectorates Forum and were delighted the Minister of Justice, Chief Constable of the Police Service of Northern Ireland and Chair of the Northern Ireland Policing Board contributed to our insights and discussions.

I and other Inspectors have contributed to a range of conferences in Northern Ireland, Great Britain, and the Republic of Ireland. We have also maintained our valued relationship with Queen's University, Belfast and Ulster University and value the opportunities to speak and engage with students about our work. Our communications strategy, including the use of podcasts and infographics to reach and inform a wide audience, continues to produce positive feedback, including from inspected organisations, political representatives, Departmental officials and other oversight bodies.

I was both delighted and relieved that the procurement and contract award for our new website was progressed this year. This was a key project in our Business Plan and milestone in our communication strategy as we improve how we provide information in a secure, accessible and user-friendly way. I look forward to its implementation in early 2025-26.

My thanks to my Deputy Chief Inspector and Chief Executive, James Corrigan, all the Inspectors and Business Support Team staff for their support and work this year. When I speak with inspected organisations and other stakeholders, I am constantly reminded of the wide span of organisations and topics CJI inspects and reviews. This is only possible with a professional and committed team who work well with partner Inspectorates to deliver quality, evidence-based Inspections and Reviews.

My thanks also to Mandy Kilpatrick BEM and Cathy Galway, our Non-Executive Audit and Risk Assurance Committee members, for their governance insights, challenge, and support during the year.

As we start our third decade, I remain mindful of the privilege it is to lead CJI and the contribution we make to continuous improvement and a better justice system for all.



Jacqui Durkin
Chief Inspector of Criminal Justice
in Northern Ireland

24 June 2025

PURPOSE AND ACTIVITIES OF CJI

As Chief Executive and Accounting Officer, I am pleased to present the Annual Report and Accounts for the financial year ended 31 March 2025.

Information about CJI

The Office of the Chief Inspector of Criminal Justice in Northern Ireland was established as an Executive Non-Departmental Public Body (NDPB) under [s.45 of the Justice \(Northern Ireland\) Act 2002](#), to inspect or ensure the inspection of all aspects of the criminal justice system apart from the judiciary¹.

It was established with the appointment of the first Chief Inspector in 2003 as a Corporation Sole, an executive NDPB, sponsored by the Department of Justice (DoJ)². The Inspectorate was officially launched in October 2004 and we marked our 20th Anniversary during the 2024-25 year.

Remit of CJI

CJI has a statutory remit³ to inspect a wide variety of organisations and bodies. It is required to carry out Inspections in relation to these criminal justice bodies or organisations unless the Inspectorate is satisfied they are subject to a satisfactory inspection regime.



JAMES CORRIGAN

Chief Executive and Accounting Officer.

- 1 The courts administration was initially omitted from the organisation's Inspection remit but was added following legislative change in 2007.
- 2 CJI became operational in October 2004. From that time, it conducted a programme of Inspections which were agreed annually with the Secretary of State for Northern Ireland until the devolution of policing and justice matters occurred on 12 April 2010. At this time, CJI became an Executive NDPB of the DoJ. Responsibility for agreeing CJI's Inspection Programme then passed to the locally elected Minister of Justice.
- 3 Please see [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](#) for further details.

Diagram 1: Organisations that fall within CJI's inspection remit

CJI's remit is broader than this and includes other bodies that also have a regulatory, investigatory or prosecutorial role that engage with the criminal justice system. They include the:

- Veterinary Service Animal Health (Department of Agriculture, Environment and Rural Affairs-DAERA);
- Health and Social Care Board and Trusts (HSCB/Trusts);
- Department for the Economy (DfE);
- Health and Safety Executive for Northern Ireland (HSENI);
- Department for Communities (Benefit Fraud) (DfC);
- Department for Communities (Child Maintenance and Enforcement Division) (DfC);
- National Crime Agency (in relation to Northern Ireland operations);
- Belfast International Airport Ltd (BIA);
- Belfast Harbour Commissioners (BHC); and
- Larne Harbour Ltd.

CJI's vision

CJI's vision is for **'a better justice system for all'** where the delivery of our services are aligned with the strategic priorities of the Northern Ireland Executive and the Minister of Justice.

We focus on helping the criminal justice system to deliver stronger governance and strategic planning, be more effective and efficient, ensure the vulnerable are protected and that key outcomes and results are achieved.

All our internal processes are subject to continuous performance improvement, which is embedded in our ISO 9001:2015 accredited methodology and working practices.

OUR ORGANISATIONAL STRUCTURE

Diagram 2: The organisational structure of CJI



The Chief Inspector is the head of CJI and has responsibility for ensuring the Inspectorate carries out a programme of inspection among the criminal justice agencies within its legislative remit. She 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. The Deputy Chief Inspector is also the Chief Executive and Accounting Officer for CJI with responsibility for the day-to-day running of the organisation and 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 Deputy Chief Inspector has line management responsibility for the Inspection Team and Business and Communications Manager.

Working together, the Chief Inspector and Deputy Chief Inspector have responsibility for directing and controlling the major activities of the organisation. They are the key members of CJI's Senior Management Team. [Minutes of CJI's Senior Management Team meetings](#) are publicly available on the [CJI website](#). Details of other staff who attend the Senior Management Team can be found within the Directors' Report.

While CJI does not have a Management Board, it has an Audit and Risk Assurance Committee (ARAC) which includes two Non-Executive members. The ARAC meets four times during the financial year. [Minutes of ARAC meetings](#) can be found on the CJI website.

CJI also participates in quarterly oversight and pay remit meetings with officials from the Access to Justice Directorate's Legacy Litigation and Projects Unit, its Sponsor Team within the DoJ. A [Partnership Agreement](#) which was reviewed in March 2025, is in place which sets the parameters for this relationship.

OUR VALUES, APPROACH AND CORPORATE ETHOS

Our values

We have seven organisational values that shape how we engage with criminal justice organisations and bodies that we inspect and carry out our inspection work. We actively apply our values in all aspects of our work.

Diagram 3:



Our approach and corporate ethos

We work with the inspected organisations in a professional, mature way to produce relevant, evidence-based Inspection Reports that contain strategic and operational recommendations, which focus on achieving meaningful change linked to our five themes of:



We will achieve this by:

- ✓ maintaining our organisational values;
- ✓ producing reports that are balanced, objective and evidence-based;
- ✓ taking account of sensitive issues;
- ✓ communicating clearly, frankly and openly with those we inspect and work with;
- ✓ listening to all interested parties;
- ✓ benchmarking and identifying innovative practice found in other jurisdictions;
- ✓ identifying and sharing good practice found within the criminal justice system;
- ✓ where necessary, supporting organisations to achieve accepted inspection recommendations and implement change; and
- ✓ pursuing excellence.

CJI aims to manage itself according to best principles and endeavours to make a positive contribution to the justice system and the wider community. CJI staff members are public servants, and their terms and conditions of employment are broadly aligned with those of the Northern Ireland Civil Service (NICS).

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

The culture of the organisation is modelled on a modern, knowledge-based business where staff development, wellbeing and equality is supported and promoted.

CJI's Inspection work

CJI's Inspection work is evidence-led and identified on a risk-based approach that reflects the key challenges facing the criminal justice system. It is undertaken in line with CJI's published [Inspection Programme](#) for each financial year, although CJI retains the ability to adjust and reprioritise the Inspection Programme in-year if required. We also consider Inspections or Reviews when requested to by the Minister of Justice, where they fall within our inspection remit and doing so would be in the public interest.

The previous Programme for Government (PfG) and Framework Outcome in place at the start 2024-25 that 'Everyone feels safe - we

all respect the law and each other' directly related to CJI's vision of inspecting to improve although other Outcomes were also relevant to our work. CJI's Inspection, Ministerial Requests and Follow-Up Review work contributed to the DoJ priorities to '*address harm and vulnerability; challenge offending behaviours and support rehabilitation and deliver an effective justice system.*'⁴

During the reporting period a new [2024-2027 Programme for Government Our Plan: Doing what matters most](#) (2024-27 PfG) was developed and consulted on. It was agreed by the Northern Ireland Executive on 27 February 2025. CJI has reviewed the new 2024-27 PfG priorities, its missions and wellbeing domains and is aligning its 2025-26 Business Plan objectives and targets to them. It will also reflect the priorities, objectives and targets of the new DoJ Corporate Plan and 2025-26 Business Plan when they are known.

Further detail on the [Inspection Process](#) is available from the CJI website. Inspections conducted by CJI reflect the [Cabinet Office principles for the inspection of public services \(July 2003\)](#) and our organisational values.

Method of working

Our method of working focuses on independence, partnership, performance and communication.

Independence: CJI provides independent, impartial and evidence-based information and expert opinion. This information is provided to the public, political representatives and criminal justice stakeholders about the work and performance of inspected bodies and the entire criminal justice system.

Partnership: CJI works in partnership with inspected bodies and stakeholders to prepare, conduct and publish a programme of Inspections and Reviews.

Where appropriate CJI utilises the knowledge and professional expertise of other Inspectorates and independent specialists to further enhance the professional expertise of the Inspection Team and the quality of our Inspection Reports.

We value our effective partnerships with other inspection, oversight and regulatory bodies in Northern Ireland where they also have a statutory obligation to carry out inspections involving organisations and bodies within CJI's remit or provide services in those organisations.

During 2024-25 CJI undertook Inspection work and Reviews with His Majesty's Inspectorate of Prisons (HMIP), the Education and Training Inspectorate (ETI), the Regulation and Quality Improvement Authority (RQIA), His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and His Majesty's Inspectorate of Probation (HMI Probation).

Performance: CJI aims to secure improvements to the effectiveness and efficiency of the criminal justice system by making strategic and operational recommendations that are evidence-based.

Our recommendations take account of human rights standards, benchmarking with other jurisdictions and sectors and aim to promote and secure innovation and best practice.

CJI also seeks to ensure that the criminal justice organisations in Northern Ireland are fair and equitable in all their policies and operations.

When appropriate, we encourage and support inspected organisations to deliver recommendations and implement the required changes - this can involve facilitating cross-agency/Departmental working in line with Ministerial priorities and aligned to the PfG.

Communication: Good communication enables CJI to influence and effect positive change.

Raising awareness of the findings of CJI Inspections, Ministerial Requested Reviews and Follow-Up Reviews contributes to achieving a better justice system for all and public confidence. Making reports and reviews widely accessible through the CJI website and social media platforms like [X](#) (formerly Twitter), [LinkedIn](#) and [YouTube](#) and hosting long-form conversations and discussions featuring Inspectors, Inspection partners and key criminal justice system personnel on the [Criminal Justice Inspection Unpacked](#) podcast leads to a more open and accountable criminal justice system.

CJI also informs discussion and decision-making about the issues facing and the effectiveness of the criminal justice system through briefings to the Minister of Justice and DoJ officials, the Committee for Justice, All Party Groups and political parties.

We communicate our inspection findings clearly and consistently, developing and publishing 'easy read' summary versions of our Inspection Reports and Follow-Up Reviews as required. We engage widely while remaining responsive to the wider context in which inspected organisations deliver their services, without compromising our independence.

CJI membership of the United Kingdom's National Preventive Mechanism (UK NPM)



CJI is one of four designated independent bodies in Northern Ireland who are members of the UK NPM which ensures the rights of those in places of detention. A CJI Inspector is also the Chair of the UK NPM Northern Ireland Subgroup and CJI represents Northern Ireland on the UK NPM Steering Group.

Inspection work undertaken in places of detention such as prisons, custody facilities and the Juvenile Justice Centre specifically relates to CJI's UK NPM function. Further detail on the UK NPM and its role in relation to the Optional Protocol to the Convention against Torture and other Cruel, Inhuman or Degrading Treatment (OPCAT) international human rights treaty is available from the [CJI website](#) and the [UK NPM website](#).

During 2024-25 CJI published Inspections on [Hydebank Wood Secure College](#) and [Hydebank Wood Women's Prison](#) (both November 2024, in partnership with HMIP, the RQIA and ETI) that were directly related to CJI's NPM responsibilities. Fieldwork to inform a Follow-Up Review of Police Custody arrangements in Northern Ireland was also completed. This report will be published in 2025-26.

In April 2024 CJI attended and supported the UK NPM Annual Conference held in Cardiff, Wales and CJI Chief Inspector Jacqui Durkin represented the UK NPM as a delegate on Detention Monitoring and Protection of Human Rights while preventing and countering violent extremism and radicalisation to terrorism in prison in Warsaw, Poland in July 2024.

Business objectives for 2024-25









The strategic objectives of the organisation during 2024-25 were to:

- effectively deliver a risk-based, responsive and relevant Inspection Programme;
- be an effective UK NPM body in support of the United Nations OPCAT;
- promote performance improvement and better collaboration within the criminal justice system, with relevant external organisations and our partner Inspectorates;
- develop and implement a new communication strategy; and
- value and invest in the professional connections and wellbeing of our staff team.

PERFORMANCE SUMMARY

At the start of the financial year CJI developed an annual Business Plan and Inspection Programme for 2024-25, the second developed during the current 2023-26 Corporate Plan period. It took account of the views expressed by stakeholders during consultation meetings with the Chief Inspector, the PfG in place in April 2024 and the stated priorities of the Minister of Justice.

CJI's business targets and performance objectives covered four areas: Inspection Programme; Communication; Corporate Governance; and People. At year end 96% (27/28) of CJI's business targets were fully achieved with the remaining target (4%, 1/28) being actively progressed.

Business Area	Performance highlights in 2024-25	Performance against strategic objectives
 Inspection Programme 4 strategic objectives 10 target deliverables	<ul style="list-style-type: none"> Fully achieved all target deliverables (100%); Seven full Inspection Reports, one Follow-Up Review published and the Ministerial Requested First Review of Part 1 of the implementation of the Domestic Abuse and Civil Proceedings Act (Northern Ireland) 2021; and Effectively fulfilled our UK NPM responsibilities including Chairing the Northern Ireland Subgroup. 	
 Communication 1 strategic objectives 7 target deliverables	<ul style="list-style-type: none"> Fully achieved all target deliverables (100%); Enhanced traditional and digital communications strategies deployed including social media and recording of seven podcasts supporting Inspection/Follow-Up Review/Ministerial Requested Review Report publications; Effectively marked CJI's 20th Anniversary; and Secured business case approval, procured support and commenced CJI website redevelopment project. 	
 People 1 strategic objectives 6 target deliverables	<ul style="list-style-type: none"> Achieved 5/6 (83%) target deliverables within CJI's control with the remaining target (HR Support) subject to budget and business case approval being progressed at year-end; Exploratory work undertaken to improve business continuity arrangements through development of a call-off Associate Inspector list; and Charity fundraising undertaken and informal General Staff Meetings held to support team building ethos and staff wellbeing. 	
 Corporate Governance 1 strategic objectives 5 target deliverables	<ul style="list-style-type: none"> Fully achieved all target deliverables (100%); 2024-25 budget effectively managed and financial returns provided on request; ISO 9001:2015 Quality Management System (QMS) certificate maintained; and Unqualified audit certificate from the Comptroller and Auditor General for Northern Ireland. 	

Further detail on the specific business objectives and performance against individual targets can be found in the Performance Analysis section of this report.

PRINCIPAL ISSUES AND RISKS AFFECTING CJI DURING 2024-25

The 2024-25 financial year presented a number of challenges for the organisation. It required CJI to manage significant budget pressures identified at the start and throughout the financial year to ensure that risks to core inspection and corporate services were effectively mitigated to achieve business objectives. Throughout the financial year CJI engaged closely with its DoJ Sponsor Team regarding these pressures and the financial implications and organisational and reputational risks presented, if additional funding to meet these pressures was not provided.

CJI examined the possible risks that could affect the organisation's ability to deliver its objectives on four occasions during 2024-25. These reviews considered the cause of these risks, the likelihood of the risks materialising and their potential impact, and the mitigating actions CJI could take to minimise the impact of these risks to the organisation and its ongoing operation.

Throughout the financial year CJI maintained a focus on the quality of its inspection products, its relevance both to and within the criminal justice system and its resilience and sustainability.

CJI considered the impact of its allocated opening and subsequently revised budget in-year on the organisation's ability to effectively plan and commit resources to undertake the agreed comprehensive, risk-based Inspection Programme it had consulted on in line with its statutory remit. CJI also considered the implications of its opening budget allocation for the 2025-26 business year.

CJI secured funding in-year to continue work on the Ministerial Requested Review of Part 1 of the Domestic Abuse and Civil Proceedings Act (Northern Ireland) 2021 and progress the Year Two Review. Additional funding to support a Ministerial Request to review the Multi-Agency Review Arrangements (MARA Review) and a prison inspection was also secured in-year.

The progress of the planned Inspection Programme was impacted by the commencement of work to deliver the MARA Review, long-term sickness absence and an Inspector moving to a reduced hours working pattern from the start of 2024-25.

CJI's Business Support Team returned to full capacity (2.6 Full Time Equivalent (FTE)) at the start of the financial year following a period of long-term sickness absence. Work to progress and secure business case approval for a new website to address risks around the age of the existing website and its security after the loss of developer support was progressed, with a procurement exercise undertaken in late autumn 2024. A new supplier was appointed in early 2025. A small Project Team was established at pace to deliver the new website by 31 May 2025 with contingency arrangements in place during the website development phase. CJI effectively responded to eight requests for information made under the Freedom of Information (Fol) Act 2000 and one request for an Internal Review to be undertaken regarding one Fol response, where the decision making was upheld by the Review Panel (2023-24: three Fol requests; Nil Internal Review requests).

A more detailed explanation of the risk profile of CJI can be found within the Performance Analysis section of this Annual Report.

Emerging issues that may affect future performance

Budgetary pressures in 2025-26

CJI has been issued with an opening Resource Budget allocation (non-ringfenced) for 2025-26 of £1,325,000. This represents a £144,000 increase on the previous year's opening Resource Budget of £1,181,000.

While the increase in budget allocation is welcomed, it represents a £42,000 (3.07%) reduction on CJI's final 2024-25 budget position (£1,367,000) which included an underspend of just under 0.2% of the total budget (£2,548). The impact of 2024 and 2025 staff pay awards and inflationary impacts on operating costs means the percentage increase in real terms is less than 12.2%.

CJI continues to carry risks into 2025-26 in terms of availability of funding from the DoJ to secure external support to undertake case file reviews as part of evidence gathering to inform the Year Three Review of Part 1 of the Domestic Abuse and Civil Proceedings Act (Northern Ireland) 2021 (the Act) - work requested by the Minister of Justice to fulfil the statutory duty for independent review stated in s.33 of the Act.

There are also risks around meeting travel and subsistence costs to support on-site fieldwork to inform CJI's risk-based Inspection Programme, funding essential overtime to support the delivery of the new CJI website project to time and the Inspection Programme.

In addition, CJI faces increased costs as CJI is hard charged for services provided by other Inspectorates including HMIP, who support CJI in its inspection of prisons in Northern Ireland.

As staff costs and other contractually committed expenditure consume the majority of the allocated budget, CJI has little scope to reduce spending elsewhere to meet funding pressures.

Going concern

The Statement of Financial Position as 31 March 2025 shows negative Taxpayers' Equity of £337,736 (2023-24: £216,495) reflecting liabilities due in future years. Future financing of CJI's liabilities to the extent that these are not to be met from other sources of income may only be met by future grants from CJI's sponsoring Department, the DoJ, which is supply financed and draws its funding from the Northern Ireland Consolidated Fund. There is no reason to believe that future approval of Grant funding will not be forthcoming. There is no liquidity risk in respect of the liabilities due in future years. It has accordingly been considered appropriate to adopt a going concern basis for the preparation of CJI's financial statements for 2024-25.

PERFORMANCE ANALYSIS

The Performance Analysis section of the Annual Report provides a detailed view of CJI's performance against its business objectives for 2024-25 and how the organisation's business objectives link to the objectives of the PfG and the Framework Outcome in place in 2024-25 that *'Everyone feels safe - we all respect the law and each other'*.

It provides more detail on CJI's risk profile, the risks faced in-year and changes in these risks. There is information on the steps CJI has taken to mitigate the impact of these risks on its performance and those risks that may affect the future plans or performance of the Inspectorate.

It explains how CJI is funded and allocated its funds within the public sector budgeting framework. It also explains how we promoted equality, sustainability and diversity during 2024-25.

Performance management

As part of its ongoing business activities CJI reviews and manages organisational performance through monthly discussions and reports presented to the CJI Senior Management Team chaired by the Chief Inspector.

The Deputy Chief Inspector reports on performance, staff and resource issues and progress in delivering the Inspection Programme. The Business and Communications Manager reports on communication and engagement activity and business management matters.

CJI's spend against budget is reported monthly by its accountant with in-year budgetary pressures and easements reported to the DoJ through the formal in-year budget monitoring processes.

During 2024-25 CJI undertook a programme of internal audits and evaluations of procedures to support the continuous improvement of its Quality Management System (QMS) and delivery of quality Inspection Reports. These internal QMS audit reports are presented to the Senior Management Team each month.

Staff performance in CJI is continually managed through discussions between staff members and their line managers and formally recorded on a biannual basis through the performance review reporting system.

Overall organisational performance linked to corporate governance is reported to the CJI ARAC.

Corporate and Business Planning

In July 2024, CJI published its [annual Business Plan including the Inspection Programme for 2024-25](#) which set out the objectives and targets for the reporting period and the resources CJI intended to deploy to achieve them. The Business Plan included the programme of Inspections, a Ministerial Requested Review and Follow-Up Reviews the Inspectorate intended to undertake and reflected the corporate objectives set for CJI in its [2023-26 three-year Corporate Plan](#).

As part of the work to develop the 2024-25 Inspection Programme, CJI's Chief Inspector engaged with representatives of other criminal justice bodies within CJI's remit, stakeholders working within the criminal justice sector, as well as senior management in each of the key criminal justice organisations. Discussions took place with the Minister of Justice and her DoJ officials, the Lady Chief Justice and the Attorney General for Northern Ireland. The Chief Inspector also engaged with political parties represented in the Northern Ireland Assembly, voluntary and community sector bodies and the Commissioner Designate for Victims of Crime in Northern Ireland. The meetings were held to gain their views on the topics CJI proposed to include in its Inspection Programme prior to its submission to the Minister of Justice for approval and permission to publish.

PERFORMANCE AGAINST OBJECTIVES AND TARGETS

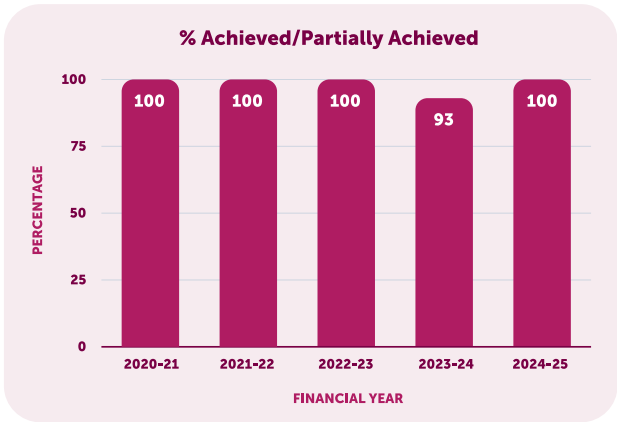
In this section CJI reports in detail on its performance during the financial year as outlined in its 2024-25 Business Plan. Through this work CJI has sought to make its contribution to the PfG and Outcome framework ‘Everyone feels safe - we all respect the law and each other’. CJI uses the ‘Red-Amber-Green’ (RAG) or ‘traffic light’ status to monitor performance and signify if targets are not achieved (red), partially achieved (amber) or achieved (green).

In 2024-25 CJI assessed 96% (27/28) of its target deliverables as fully achieved with the remaining 4% (1/28) partially achieved as it was being actively progressed. This section also provides information of CJI’s performance in each of the four objective areas, its overall performance against objectives across the last five financial years and its performance in each of the four business areas between 2022-23 to 2024-25.

Chart 1: CJI’s overall performance against business objectives and target deliverables in 2024-25

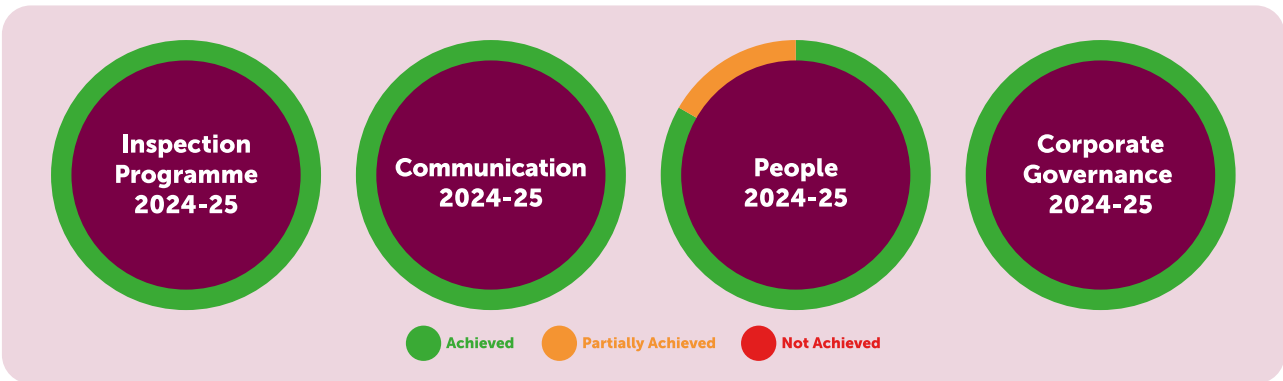


Chart 2: CJI’s overall performance against target deliverables 2020-21 to 2024-25



Further detail on CJI’s objectives, performance targets and inspection findings for 2024-25 can be found in the following charts and table





Charts 3-6: Overview of CJI’s performance against target deliverables set across four business areas in 2024-25



INSPECTION PROGRAMME

Performance objective:

Effectively deliver a risk-based, responsive and relevant Inspection Programme.

2024-25		2023-24
Performance targets	Progress against objectives and targets at year end & status	Performance reported in prior financial year (where applicable)
Effectively undertake the approved annual Inspection Programme by commencing 90% of Inspections and Follow-Up Reviews and progress in line with agreed Terms of Reference.	 Achieved CJI completed and published all Inspections/Follow-Up Reviews/Ministerial Reviews in progress at the start of the financial year (100%) and commenced all work (100%) included in the 2024-25 Inspection Programme before 31 March 2025.	2023-24 Target: Commence 90% of Inspections and Follow-Up Reviews and progress in line with agreed Terms of Reference. 2023-24 Performance:  Partially Achieved CJI commenced 86% planned Inspections and Follow-Up Reviews listed in the 2023-24 Business Plan.
Consider and respond to any Ministerial Requests for a Review, including resource implications.	 Achieved CJI completed work on the implementation of Part 1 of the Domestic Abuse and Civil Proceedings Act (Northern Ireland) 2021 Year Two Progress Review and submitted its Review Report to the Minister of Justice before 28 February 2025. The report was published early in the 2025-26 year. CJI accepted a Ministerial Request to review the Multi-Agency Review Arrangements. Work commenced in-year after additional support was secured from HMI Probation, HMIP and HMICFRS.	2023-24 Target: As shown. 2023-24 Performance:  Achieved

INSPECTION PROGRAMME



Performance objective:

Focus on achieving better outcomes through recommendation implementation.

2024-25		2023-24
Performance targets	Progress against objectives and targets at year end & status	Performance reported in prior financial year (where applicable)
Monitor the acceptance and progress towards implementation of published Inspection Report recommendations.	 Achieved CJI maintains a register of all accepted strategic and operational recommendations. CJI continues to monitor the implementation and progress of previous report recommendations via its programme of Follow-Up Reviews and in-year discussions between the Chief Inspector, the heads of inspected organisations and DoJ officials. One recommendation was not accepted during the year.	2023-24 Target: Monitor the acceptance of published inspection report recommendations and the implementation and progress of previous report recommendations. 2023-24 Performance:  Achieved





Performance objective:



Promote performance improvement and better collaboration within the criminal justice system, with relevant external organisations and our partner Inspectorates.



2024-25		2023-24
Performance targets	Progress against objectives and targets at year end & status	Performance reported in prior financial year (where applicable)
Maintain effective working relationships with criminal justice organisations in our statutory remit, relevant community and voluntary organisations and partners, and review and explore opportunities for agreed joint cross cutting Inspections.	 Achieved Effective relationships were maintained in-year. Consultation meetings to inform the 2025-26 Business Plan and Inspection Programme were undertaken by the Chief Inspector (January - March 2025). Meetings and regular correspondence took place with partner Inspectorates to discuss areas of common interest and working together. The Chief Inspector engaged with the heads of HMICFRS; HMIP; His Majesty's Inspectorate of Constabulary Scotland (HMICS); An Garda Síochána Inspectorate (AGSI); HMCPSI; His Majesty's Inspectorate of Probation (HMI Probation); the RQIA and ETI. Work was undertaken with HMIP, HMCPSI, HMICFRS and HMI Probation to inform the inspection of Hydebanks Wood Secure College and Hydebanks Wood Women's Prison (HMIP); an inspection of Child Criminal Exploitation and Follow-Up Review of Child Sexual Exploitation (HMICFRS); planning and initial fieldwork to support the MARA Review (Ministerial Request) (HMICFRS, HMIP and HMI Probation). The Chief Inspector and Deputy Chief Inspector attended a range of stakeholder events in-year.	2023-24 Target: As shown. 2023-24 Performance:  Achieved

Performance objective:

Be an effective United Kingdom National Preventive Mechanism (UK NPM) body in support of the United Nations Optional Protocol to the Convention Against Torture (OPCAT) and other cruel, inhuman or degrading treatment or punishment.



2024-25		2023-24
Performance targets	Progress against objectives and targets at year end & status	Performance reported in prior financial year (where applicable)
Effectively fulfil our responsibilities as a member of the UK NPM, Chair the Northern Ireland UK NPM Subgroup and support the 2024 Annual Conference.	 Achieved CJI published unannounced inspections of Hydebank Wood Secure College and Hydebank Wood Women's Prison (both November 2024, in partnership with HMIP, the RQIA and ETI) which related to its UK NPM responsibilities. Fieldwork was also undertaken to inform a Follow-Up Review of Police Custody arrangements. This report will be published in 2025-26. A CJI Inspector continued to Chair of the UK NPM Northern Ireland subgroup during the year. CJI provided communications support to the UK NPM at the annual conference held in Cardiff in April 2024.	2023-24 Target: Effectively fulfil our responsibilities as a member of the UK NPM and Chair the Northern Ireland UK NPM Subgroup. 2023-24 Performance:  Achieved
Inform the development of a Department of Health, Department of Education and DoJ framework for joint inspection in collaboration with the Regulation and Quality Improvement Authority and the Education and Training Inspectorate.	 Achieved CJI Inspectors and the Chief Inspector engaged with the Departments of Health, Education and Justice along with the RQIA and ETI to inform consideration and discussion on frameworks for future collaboration including Child Protection Arrangements following the publication of the Pilot Inspection of Child Protection arrangements published in 2023-24.	2023-24 Target: No comparable target set. 2023-24 Performance: Not applicable.
Review current arrangements for monitoring recommendation implementation outside the Follow-Up Review processes.	 Achieved The Chief Inspector has engaged with DoJ officials and the heads of inspected organisations to inform the future monitoring arrangements for inspection recommendation. This included discussions on the proposed pilot to be taken forward during 2025-26.	2023-24 Target: No comparable target set. 2023-24 Performance: Not applicable.

2024-25		2023-24
Performance targets	Progress against objectives and targets at year end & status	Performance reported in prior financial year (where applicable)
Host the 2024 Five Nations Policing Inspectorates Forum.	 Achieved <p>The 2024 Five Nations Policing Inspectorates Forum took place in Belfast in May 2024 with representatives from HMICFRS (England and Wales), HMICS (Scotland) and the Garda Síochána Inspectorate (Republic of Ireland) in attendance alongside CJI's senior leaders and Inspection Team members. Discussions involving the Chief Constable of the Police Service of Northern Ireland and Chair of the Northern Ireland Policing Board took place. Attendees also heard a video message from the Minister of Justice and presentations from delegate organisations.</p>	<p>2023-24 Target: No comparable target set.</p> <p>2023-24 Performance: Not applicable.</p>
Clarify the required amendments to the listed organisations in CJI's statutory remit and engage with the DoJ on a suitable statutory vehicle and timeframe to make the required corrections.	 Achieved <p>CJI engaged with its DoJ Sponsor Team and DoJ Officials in-year to inform the process to take forward amendments to CJI's statutory remit following the restructuring and re-naming of organisations currently falling within its remit in the intervening years since legislation was commenced. Work to identify a suitable statutory vehicle and timeframe to make the required corrections was continuing at year-end.</p>	<p>2023-24 Target: No comparable target set.</p> <p>2023-24 Performance: Not applicable.</p>

2024-25		2023-24
Performance targets	Progress against objectives and targets at year end & status	Performance reported in prior financial year (where applicable)
Consult on the 2025-26 annual Inspection Programme.	 Achieved <p>The Chief Inspector consulted on the 2025-26 Inspection Programme following her reappointment as Chief Inspector with effect from 30 November 2024. She engaged with the heads of all inspected organisations; the Minister of Justice, senior officials within the DoJ; and MLA Justice Spokespersons for their parties. In addition, she engaged with stakeholders from the voluntary and community sector and academia the Commissioner Designate for Victims of Crime, the Lady Chief Justice and Attorney General for Northern Ireland. Consultation meetings took place between January and March 2025.</p>	<p>2023-24 Target: As shown with amendment to the referenced business year.</p> <p>2023-24 Performance:  Achieved</p>

COMMUNICATION



Performance objective:
Develop and implement a new Communications Strategy.

2024-25		2023-24
Performance targets	Progress against objectives and targets at year end & status	Performance reported in prior financial year (where applicable)
Publish all approved Inspection Reports and Follow-Up Review reports by laying or presenting before the Northern Ireland Assembly, publishing on the CJI website and promoting on social media.	<div> Achieved</div> <p>CJI published seven full Inspection Reports, one Ministerial Requested Review and one Follow-Up Review during 2024-25. Supporting communication strategies for traditional and digital media were developed and deployed with infographics, key facts documents, summary 'easy read' versions of Reports, video messages, social media posts and podcasts developed and deployed to raise awareness of the work of CJI and its Report findings. CJI's Chief Inspector participated in broadcast (TV and radio) interviews on request. The Chief Inspector and members of the Inspection Team also engaged with the Northern Ireland Policing Board Performance Committee around Inspection and Review findings and recommendations linked to policing matters and the Independent Monitoring Boards (IMBs) on prison inspections.</p>	<p>2023-24 Target: Publish all approved Inspection reports and Follow-Up Review reports by laying or presenting before the Northern Ireland Assembly and publishing on the CJI website.</p> <p>2023-24 Performance:</p> <div> Achieved</div>

COMMUNICATION

Performance objective:





Develop and implement a new Communications Strategy.

2024-25		2023-24
Performance targets	Progress against objectives and targets at year end & status	Performance reported in prior financial year (where applicable)
Maintain effective engagement, provide briefings and obtain feedback on CJI's work from the Minister of Justice, DoJ Permanent Secretary, heads of the main criminal justice agencies, the Attorney General for Northern Ireland, the Lady Chief Justice, the Committee for Justice, the justice spokespersons of the main political parties represented in the Northern Ireland Assembly, All-Party Groups and the Northern Ireland Policing Board.	<p> Achieved</p> <p>CJI's Chief Inspector, Deputy Chief Inspector and Lead Inspectors continued to engage with all inspected organisations to ensure a clear understanding of the evidence base and findings from the completed Inspections.</p> <p>The Chief Inspector engaged with the heads of the main criminal justice agencies; the Minister of Justice; DoJ Permanent Secretary and DoJ officials; the Commissioner Designate for Victims of Crime; the Lady Chief Justice; the Attorney General for Northern Ireland; and the justice representatives of the main political parties represented in the Northern Ireland Assembly.</p> <p>The Chief Inspector provided information to the Committee for Justice and the Committee Chair and Deputy Chair on all published Inspections, Ministerial Requested Reviews and Follow-Up Reviews throughout the year. CJI also provided information to the Committee for Justice in February 2025 to inform their understanding of the impact of CJI's 2025-26 provisional budget allocation.</p> <p>The Chief Inspector commenced annual consultation meetings in January 2025 to inform the new Business Plan and Inspection Programme. The Chief Inspector and Deputy Chief Inspector also attended a range of stakeholder events including events organised by the Northern Ireland Human Rights Commission. Engagement with voluntary and community organisations continued as part of the Inspection Programme.</p> <p>The Chief Inspector continued to participate in the Inspectorate/Ombudsman Forum in 2024-25.</p> <p>CJI continued to engage with inspected organisations and stakeholders as part of the communication strategy employed for each publication, with opportunities provided for inspected organisations to participate in planned episodes of the <i>Criminal Justice Inspection Unpacked</i> podcast during the year.</p>	<p>2023-24 Target: As shown.</p> <p>2023-24 Performance:</p> <p> Achieved</p>

COMMUNICATION

Performance objective:




Develop and implement a new Communications Strategy.

2024-25		2023-24
Performance targets	Progress against objectives and targets at year end & status	Performance reported in prior financial year (where applicable)
Maintain links to local Universities and participate in appropriate conferences and round table events as speakers and attendees.	<p> Achieved</p> <p>The Chief Inspector, Deputy Chief Inspector and members of the Inspection Team engaged with Queen's University, Belfast and Ulster University providing student lectures on CJI's work.</p> <p>Representatives of CJI participated in the 2024 UK NPM Conference in Cardiff and CJI's Chief Inspector was asked to represent the UK NPM in Warsaw, Poland in July 2024 as a delegate on Organisation for Security and Co-operation in Europe, Office for Democratic Institutions and Human Rights training on Detention Monitoring and Protection of Human Rights while preventing and countering violent extremism and radicalisation to terrorism in prison.</p> <p>In October 2024 two Inspectors attended a Chief Executive's Forum symposium on Ending Violence against Women and Girls while in January 2025 two Inspectors attended a Forensic Management Care Network event looking at violent extremism.</p>	<p>2023-24 Target: As shown.</p> <p>2023-24 Performance:</p> <p> Achieved</p>
Develop the business case for a new quality, accessible and secure website for DoJ approval.	<p> Achieved</p> <p>CJI developed and secured business case approval from the DoJ for a new quality, accessible and secure website during summer 2024 after funding was prioritised internally to enable the project to progress. A specification for the redeveloped website and hosting, maintenance and support requirements were developed following engagement with Construction and Procurement Delivery (CPD) with an open competition launched in Quarter 3 of the financial year and a new supplier appointed in January 2025. Work on the redevelopment project was well progressed by year-end with the internal website project team working with the contracted suppliers to deliver the new website by 31 May 2025.</p>	<p>2023-24 Target: Develop and implement a new quality accessible website.</p> <p>2023-24 Performance:</p> <p> Not Achieved</p> <p>A business case was developed internally but as funding requested from the start of the 2023-24 financial year was not made available until year-end, the funds had to be returned as CJI had inadequate time to develop the procurement specification and undertake the required open tender competition.</p>

COMMUNICATION

Performance objective:



Develop and implement a new Communications Strategy.

2024-25		2023-24
Performance targets	Progress against objectives and targets at year end & status	Performance reported in prior financial year (where applicable)
Continue the development of digital communication and CJI's social media presence.	 Achieved CJI continues to expand the use of digital communication including social media platforms (X (formerly Twitter); LinkedIn; and YouTube) and its podcast platform <i>Criminal Justice Inspection Unpacked</i> to support its Inspection/Ministerial Requested Reviews and Follow-Up Review reports. CJI's website is a key communication channel for the Inspectorate.	2023-24 Target: Develop the use of digital communication including social media. 2023-24 Performance:  Achieved
Effectively implement CJI's 20th Anniversary communications throughout the year.	 Achieved CJI delivered an engaging and varied communications programme to mark its 20th Anniversary. Comments and reflections on CJI's contribution to the criminal justice system and supporting improvement were provided from the Minister of Justice, key inspection partners, inspected organisations, voluntary and community sector partners, academics and the Chair of the Committee for Justice on behalf of the Committee membership. CJI staff undertook two charity events during the year raising funds for Sarcoidosis UK through their participation in the 2024 Belfast City Marathon Relay event (May 2024) and a Christmas Jumper Day in aid of the NSPCC (December 2024). Podcasts and video messages to mark the 20th Anniversary of CJI were produced. CJI also attended Belfast Pride 2024 with the DoJ and other criminal justice bodies.	2023-24 Target: No comparable target set. 2023-24 Performance: Not applicable.

COMMUNICATION

Performance objective:



Develop and implement a new Communications Strategy.

2024-25		2023-24
Performance targets	Progress against objectives and targets at year end & status	Performance reported in prior financial year (where applicable)
Effectively respond to media queries, requests for information under the Freedom of Information (FoI) Act 2000, input to DoJ Assembly Questions, Committee for Justice and other briefings.	<p> Achieved</p> <p>CJI responded to all media enquiries and interview requests received during the 2024-25 business year.</p> <p>CJI effectively responded to eight requests for information made under the FoI Act 2000 and one request for an Internal Review to be undertaken after a requester expressed dissatisfaction with the reply issued following their request for information. The decision-making and response provided was upheld by the Review Panel with lessons learned cascaded within the organisation to improve future FoI engagement and response handling.</p> <p>CJI provided information in response to all DoJ Assembly Questions received through DoJ Sponsor Team (no questions were made directly to CJI). CJI also provided information to the Committee for Justice in February 2025 to inform their understanding of the impact of CJI's 2025-26 provisional budget allocation. A request to provide evidence to the Committee for Justice received in-year was accepted but subsequently postponed until the 2025-26 financial year due to the Committee's business commitments.</p> <p>In addition, CJI provided information to its DoJ Sponsor Team in September 2024 to inform their response after a Rule 9 request was made to the DoJ Permanent Secretary in relation to Module 8 of the UK COVID-19 Inquiry and the Inquiry's information gathering in relation to under 25s in contact with the justice system between 1 January 2020 to 28 June 2022.</p> <p>CJI subsequently provided further information directly to the UK COVID-19 Inquiry in February 2025 following receipt of a draft Rule 9 request to submit a draft witness statement and the disclosure of any relevant documents to the Inquiry in relation to Module 8 which examines the impact of the COVID-19 pandemic on children and young people in England, Wales, Scotland and Northern Ireland.</p> <p>Engagement with the UK COVID-19 Inquiry was continuing at year end with CJI responding to further requests for information and correspondence as required.</p>	<p>2023-24 Target:</p> <p>Effectively brief the Minister of Justice, DoJ Permanent Secretary, Committee for Justice, All Party Groups and other political representatives on request.</p> <p>2023-24 Performance:</p> <p> Achieved</p> <p>2023-24: Three FoI requests received; no internal reviews requested.</p>

PEOPLE

Performance objective:





Value and invest in the professional connections and wellbeing of our staff team.

2024-25		2023-24
Performance targets	Progress against objectives and targets at year end & status	Performance reported in prior financial year (where applicable)
Establish effective Human Resources policy contingency support arrangements.	 Partially Achieved CJI revisited its business case for HR Support Services in-year and reviewed and revised the rationale and available options for securing these services. Internal CJI Accounting Officer approval was secured to re-submit the case to its DoJ Sponsor Team for consideration before the end of the financial year. CJI will progress this objective in early 2025-26.	2023-24 Target: Establish an effective Human Resources support system. 2023-24 Performance:  Not Achieved
Effectively deploy the CJI Team to achieve business objectives and support their development.	CJI restructured workloads to maintain Inspection functions due to the long-term sickness absence of a staff member. CJI mitigated the impact of staff absence on the delivery of the Inspection Programme using its two-person Inspection Team approach to Inspection work and the pausing and restructuring of workloads to maintain Inspection functions to take account of long-term staff absence and the impact of progressing an unplanned Ministerial Requested Review (MARA Review) during the financial year. CJI also engaged with Inspection partners including HMIP, HMICFRS and HMI Probation to secure external support for inspections and Ministerial Requested Reviews. Staff workloads and the progress of the Inspection Programme is monitored continually through informal discussions between Lead and Deputy Inspectors, the Deputy Chief Inspector and Chief Inspector. The progress of the Inspection Programme, Inspection Reports, Follow-Up Reviews and Ministerial Requested Reviews is a standing item on the monthly Senior Management Team agenda. Bi-annual reviews of progress against CJI Business Plan objectives and targets form part of CJI's monitoring and deployment arrangements.	2023-24 Target: No comparable target set. 2023-24 Performance: Not applicable.

PEOPLE

Performance objective:



Value and invest in the professional connections and wellbeing of our staff team.

2024-25		2023-24
Performance targets	Progress against objectives and targets at year end & status	Performance reported in prior financial year (where applicable)
Identify and provide appropriate staff development and training opportunities to enhance their skills and experience including placements with partner Inspectorates.	<p> Achieved</p> <p>CJI supported its staff team to identify and undertake learning, development and training opportunities in-year however opportunities were limited due to the available budget as CJI sought to manage its in-year financial pressures.</p> <p>In October 2024 two Inspectors attended a Chief Executive's Forum symposium on Ending Violence against Women and Girls while in January 2025 two Inspectors attended a Forensic Management Care Network event looking at violent extremism.</p> <p>During 2024-25 CJI's Digital Communications and Business Support Officer successfully completed BE OCN NI Level 4 Award in Social Media and Digital Marketing; ISO 9001:2015 Internal Auditor (QMS) training and a Visio Advanced skills course.</p> <p>Speakers were invited to attend the CJI General Staff Meeting every two months to further opportunities for informal learning and knowledge during Quarter 4 of the financial year. Mandatory training was completed in-year.</p> <p>CJI's senior management have recognised this as a key organisational risk and stated their intention during Quarter 4 of the financial year to prioritise learning, development and training within the staff team in 2025-26.</p>	<p>2023-24 Target:</p> <p>Provide agreed development and training opportunities for all staff to enhance their skills and experience including placements with partner Inspectorates.</p> <p>2023-24 Performance:</p> <p> Achieved</p>
Explore the development of an Associate Inspector call off list to provide contingency and supplementary capacity if required.	<p> Achieved</p> <p>CJI undertook work to inform the development of an Associate Inspector list. Scoping conversations were held internally drawing on previous experience of using HMI Associate Inspector lists and Chief Inspector engagement with other Inspectorates that have or are developing similar Inspector support. CJI will progress this project in 2025-26 alongside a planned Inspector recruitment campaign after a decision to link the projects to maximise the reach and making the opportunity known to as wide a pool of potential candidates as possible while mitigating associated recruitment costs.</p>	<p>2023-24 Target:</p> <p>As shown.</p> <p>2023-24 Performance:</p> <p> Achieved</p>

PEOPLE



Performance objective:

Value and invest in the professional connections and wellbeing of our staff team.

2024-25		2023-24
Performance targets	Progress against objectives and targets at year end & status	Performance reported in prior financial year (where applicable)
Maintain effective contingency and risk management arrangements to support the delivery of the Inspection Programme and core business activity.	<p> Achieved</p> <p>Effective contingency arrangements were deployed during the phased return of Business Support staff at the start of the financial year following long-term sickness absence.</p> <p>CJI's Business Support Team also provided effective contingency support in the lead up to the external ISO 9001:2015 reaccreditation audit.</p> <p>Contingency arrangements are embedded within the roles held by all Business Support staff.</p> <p>CJI mitigated the impact of staff absence on the delivery of the Inspection Programme through the use of its two-person Inspection Team approach to Inspection work and the pausing and re-scheduling of Inspection work when required to take account of long-term staff absence and the impact of progressing a Ministerial Requested Review (MARA Review) during the financial year. CJI also engaged with Inspection partners including HMIP, HMICFRS and HMI Probation to secure external support for inspection projects where required.</p> <p>CJI also mitigated the impact of providing a quality response to the UK COVID-19 Inquiry by 1 February 2025 following its request for information in December 2024 with the need to maintain the progress of ongoing Inspection work in-year.</p>	<p>2023-24 Target:</p> <p>Maintain effective contingency arrangements to support the delivery of core business activity and Inspection Programme and mitigate risk.</p> <p>2023-24 Performance:</p> <p> Achieved</p>

PEOPLE





Performance objective:
Value and invest in the professional connections and wellbeing of our staff team.

2024-25		2023-24
Performance targets	Progress against objectives and targets at year end & status	Performance reported in prior financial year (where applicable)
Promote and support CJI Team wellbeing.	<div><div> Achieved</div><p>The agenda and structure of monthly General Staff Meetings were changed from the start of 2024-25 to include a focus on wellbeing and support by incorporating informal meetings and opportunities for discussion and wider conversation every two months.</p><p>The physical and mental health of the CJI Team was supported along with teambuilding through the organisation’s participation in the 2024 Belfast Marathon Relay event with two teams of five staff taking part to raise money for Sarcoidosis UK following a close bereavement impacting a CJI staff member and their family.</p><p>CJI staff were encouraged to use the NICS Employee Support Programme, Welfare Support Services, Occupational Health Service and external counselling services as/when required with informal lines of support provided by line managers. Staff were supported to return to work following periods of long-term sickness absence through phased returns to assist their transition back to their normal working patterns.</p><p>CJI supports its staff by offering flexibility to those with caring responsibilities when needed.</p></div>	<p>2023-24 Target: As shown.</p> <p>2023-24 Performance:</p> <div><div> Achieved</div></div>

CORPORATE GOVERNANCE

Performance objective:





Our Business Plan Targets for Corporate Governance underpin and support all our Corporate Plan Targets.

2024-25		2023-24
Performance targets	Progress against objectives and targets at year end & status	Performance reported in prior financial year (where applicable)
Effectively fulfil required Corporation Sole governance requirements by: 1) publishing an annual Business Plan incorporating an Inspection Programme which has been approved by the Minister of Justice, or in their absence, the DoJ Permanent Secretary.	 Achieved An annual Business Plan including an Inspection Programme for 2024-25 was approved by the Minister of Justice after the Westminster Parliamentary Elections concluded. This was published by CJI in July 2024.	2023-24 Target: Publish an annual Business Plan incorporating an Inspection Programme which has been approved by the Minister of Justice, or in their absence, the DoJ Permanent Secretary. 2023-24 Performance:  Achieved
Effectively fulfil required Corporation Sole governance requirements by: 2) maintaining effective and proportionate sponsor arrangements and relationships with the DoJ Sponsor Team in support of the Corporation Sole Partnership Agreement	 Achieved CJI and DoJ has participated in two oversight meetings in 2024-25 due to work commitments on both sides. Informal engagement was however maintained throughout the year particularly around the progress of the Inspection Programme and CJI's budgetary pressures and associated risks. The Corporation Sole Partnership Agreement and Engagement Plan provided the framework for effective oversight and reporting. The Engagement Plan was reviewed in December 2024 and adjusted in accordance with business requirements. CJI's DoJ Sponsor Team shared a revised Corporation Sole Partnership Agreement with CJI in early March 2025 for consideration and review. Work to progress this was ongoing at year end with a view that the revised Partnership Agreement will be signed by the DoJ and CJI early in 2025-26.	2023-24 Target: Maintain effective and proportionate sponsor arrangements and relationships with the DoJ Sponsor Team in support of the Corporation Sole Partnership Agreement and implement appropriate recommendations falling to CJI from the DoJ Review of CJI. 2023-24 Performance:  Achieved

CORPORATE GOVERNANCE

Performance objective:



Our Business Plan Targets for Corporate Governance underpin and support all our Corporate Plan Targets.

2024-25		2023-24
Performance targets	Progress against objectives and targets at year end & status	Performance reported in prior financial year (where applicable)
Effectively fulfil required Corporation Sole governance requirements by: 3) implementing the Minister of Justice's agreed recommendations from the 2022 DoJ Review of CJI; and	 Achieved CJI continued to deliver recommendations within its authority from the DoJ Review undertaken in 2022. Progress on recommendations requiring approval from the Minister of Justice were paused until after the CJI Chief Inspector public appointment recruitment process concluded, and the incumbent Chief Inspector was reappointed by the Minister of Justice for a second and final term commencing from 30 November 2024.	2023-24 Target: Maintain effective and proportionate sponsor arrangements and relationships with the DoJ Sponsor Team in support of the Corporation Sole Partnership Agreement and implement appropriate recommendations falling to CJI from the DoJ Review of CJI. 2023-24 Performance:  Achieved
Effectively fulfil required Corporation Sole governance requirements by: 4) maintaining an effective and proportionate Audit and Risk Assurance Committee including Non-Executive membership in line with best practice.	 Achieved CJI appointed a new Non-Executive/Independent Audit Committee member in May 2024 for a period of three years after an existing Non-Executive/Independent member concluded their maximum two term six-year appointment. CJI also re-appointed a serving Non-Executive/Independent Audit Committee member for a second and final three-year term effective from January 2025. CJI's Accounting Officer reviewed the performance of the Non-Executive/Independent Audit Committee members in-year. Performance was found to be satisfactory. A meeting between CJI's Non-Executive Members and CJI's Internal and External Audit providers took place in advance of the winter ARAC meeting. CJI was unable to progress a recommendation on remuneration of Non-Executive ARAC Members due to insufficient budget. CJI continues to seek to secure sufficient budget to remunerate ARAC members in line with current remuneration rates for those who are performing such roles and not already employed within the public sector.	2023-24 Target: As shown. 2023-24 Performance:  Achieved

CORPORATE GOVERNANCE

Performance objective:




Our Business Plan Targets for Corporate Governance underpin and support all our Corporate Plan Targets.

2024-25		2023-24
Performance targets	Progress against objectives and targets at year end & status	Performance reported in prior financial year (where applicable)
Effectively manage known financial pressures in partnership with the DoJ Sponsor Team by bidding for adequate funding to deliver the agreed Inspection Programme and Ministerial or Departmental Review requests and a business case to support required website improvements.	<p> Achieved</p> <p>CJI operated within its confirmed opening budget allocation from May 2024 notifying budget pressures through financial planning exercises and in all monitoring rounds. CJI business needs and pressures were discussed on an ongoing basis with its DoJ Sponsor Team and raised at each of the four ARAC meetings held during the financial year.</p> <p>While additional funds were not made available to support the redevelopment of the CJI website and CJI opted to fund this project from its opening budget allocation, CJI was successful in securing additional funding in-year to mitigate pressures including: the second year of work on the Review of Part 1 of the Domestic Abuse and Civil Proceedings Act (Northern Ireland) 2021; an unplanned in-year Ministerial Review Request to undertake an inspection of the Multi-Agency Review Arrangements (MARA Review); and the impact on the organisation of the Chief Inspector's interim appointment as the Prisoner Ombudsman for Northern Ireland (25 March 2024 - 31 October 2024) alongside her role as CJI Chief Inspector. CJI was also granted additional budget allocation closer to year end with additional funds provided toward non-pay resource costs (external HMIP support for a prison inspection after CJI was notified of the introduction of hard charging arrangements in Quarter 3 of the financial year). A proportion of the additional funding allocated to CJI in-year was used to meet known pay pressures.</p> <p>Additional capital funding was made available in-year to enable CJI to progress the purchase of essential software licences for business purposes.</p>	<p>2023-24 Target:</p> <p>Effectively manage known financial pressures in partnership with the DoJ Sponsor Team by bidding for adequate funding to deliver the agreed Inspection Programme and Ministerial or Departmental Review Requests.</p> <p>2023-24 Performance:</p> <p> Achieved</p>

CORPORATE GOVERNANCE

Performance objective:

Our Business Plan Targets for Corporate Governance underpin and support all our Corporate Plan Targets.

2024-25		2023-24
Performance targets	Progress against objectives and targets at year end & status	Performance reported in prior financial year (where applicable)
Process all payments in line with DoJ targets and submit all financial management and governance returns to the DoJ in line with required timeframes.	 Achieved CJI processed 99% of payments within 10 working days and 100% of payments within 30 calendar days. Financial management and governance returns to the DoJ were processed in line with agreed timeframes.	2023-24 Target: As shown. 2023-24 Performance: CJI processed 93% of payments within 10 working days and 97% of payments within 30 calendar days.
Obtain an unqualified audit certificate from the Comptroller and Auditor General for Northern Ireland and publish, by laying before the Northern Ireland Assembly, CJI's Annual Report and Accounts for the year in the required timescale.	 Achieved CJI secured an unqualified audit certificate from the Comptroller and Auditor General for Northern Ireland for its 2023-24 Accounts. The Annual Report and Accounts were laid before the Northern Ireland Assembly on 5 July 2024.	2023-24 Target: As shown. 2023-24 Performance: Achieved with date adjusted for the relevant business year (7 July 2023).
Maintain a quality management system (ISO 9001:2015).	 Achieved CJI retained its ISO 9001:2015 standard for its QMS following an in-person recertification audit in January 2025. Monthly internal QMS audit reports were presented at Senior Management Team meetings in-year and an annual overview presented by the Deputy Chief Inspector and Chief Executive in December 2024 prior to the recertification audit taking place. All staff have objectives and targets within their annual Personal Development Plans which relate to their individual roles as ISO 9001:2015 process owners and internal ISO 9001:20 auditors as applicable.	2023-24 Target: As shown. 2023-24 Performance: Achieved with date adjusted for the relevant business year.

Charts 7-10 show an overview of CJI's performance against the four business areas over the last three financial years.

Chart 7: Performance - Inspection Programme

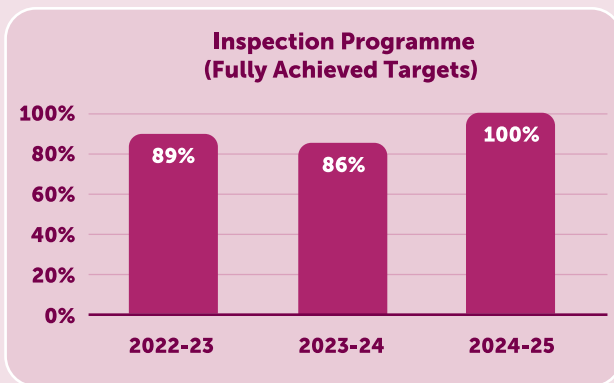


Chart 8: Performance - Communication

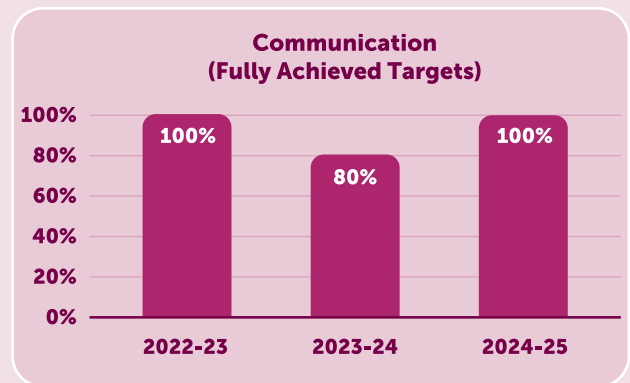


Chart 9: Performance - People

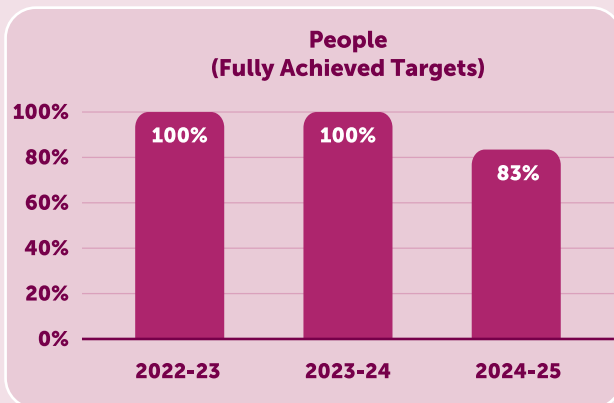


Chart 10: Performance - Corporate Governance



Note: Detailed performance information relating to the prior financial years can be found in the 2021-22, 2022-23 and 2023-24 Annual Report and Accounts available from the [CJI website](#).

RISK PROFILE OF CJI DURING 2024-25

CJI identified three key risks which could affect the organisation's ability to achieve its stated objectives. Two of these risks concerned the reputation of the organisation. The third risk focused on its delivery and organisational resilience. CJI's risk appetite in each case has been assessed as 'cautious'.

The production of a quality inspection product is central to CJI's reputation and the achievement of CJI's vision of '*a better justice system for all.*' The impact of insufficient funding to maintain or secure the necessary resources to deliver quality inspections with independence at their core, was identified as a key organisational risk. The perceived loss or a reduction in CJI's operational independence and associated reputational damage was identified as a key impact should this risk materialise. CJI mitigated the impact of this risk by maintaining regular engagement with DoJ Financial Services Division (FSD) and its DoJ Sponsor Team. CJI highlighted the implications of this risk to Inspection Programme delivery through budget planning exercises for the 2024-25 financial year and future financial years.

In addition to informal discussions, regular formal meetings between the Chief Inspector, Deputy Chief Inspector and Lead Inspectors were used to monitor the progress of inspections and identify emerging issues and delays that would affect the delivery of the Inspection Programme. CJI sought to maintain strong formal and informal links with stakeholders and maintain existing networks and relationships with other Inspectorates and oversight bodies.

In-house audits were conducted throughout the business year to ensure compliance with the ISO 9001:2015 QMS and the Inspection Process. A re-certification audit took place in January 2025 and CJI maintained its ISO 9001:2015 accreditation.

CJI's ability to maintain its relevance both to and within the criminal justice system was also identified as a key organisational risk. The provision of quality self-assessments from inspected organisations and access to required personnel, timely completion of inspection fieldwork and the availability of requested data and management information which could lead to delay continued to be a risk which required attention. CJI has sought to mitigate these impacts through a risk-based approach to its Inspection Programme.

The commencement of new inspection work included regular updates provided to the Senior Management Team and the monitoring of progress against Business Plan objectives and targets. We have also maintained communication with the Minister of Justice's and DoJ Permanent Secretary's Offices including the submission of Inspection Reports for approval to publish. CJI maintained its two-person Inspection Team approach during the year as part of its staff development and business continuity arrangements.

Social media platforms were used to showcase CJI's active engagement and participation in the criminal justice system alongside broadcast interviews, online and print media articles.

CJI has continued to grow its digital communication presence with the Chief Inspector and Lead Inspectors regularly participating in podcasts and video messaging to enhance public awareness of the work of CJI. The Committee for Justice provided opportunities for focus, discussion and engagement on the CJI Inspection Programme, report findings and recommendations during the financial year.

During 2024-25 CJI addressed a previously outstanding risk linked to the security, performance and accessibility of its aged website by prioritising funding for the project from its allocated budget from the start of the business year. This approach created a significant in-year pressure to meet HMIP costs for a prison inspection. CJI completed and secured approval for the website business case by autumn 2024. This was followed by a procurement exercise and appointment of an external redevelopment partner in January 2025 with a 'go live' date for the delivery of the new secure, accessible website set for 31 May 2025. Contingency arrangements to maintain and support the existing website during the redevelopment and migration phases were put in place in autumn 2024 mitigating the risk that CJI's website would cease to function before the end of the 2024-25 financial year or before the new website was available for use.

CJI has recognised the impact the demanding delivery timescale for this project will have on the small Business Support Team coupled with the need to maintain day-to-day business activity during the lifespan of the project.

CJI acknowledges the need to maintain a focus on staff wellbeing and resilience during this challenging period with formal updates provided at monthly Senior Management Team meetings and regular informal discussions held between line managers and staff.

CJI effectively responded to eight requests for information made under the FoI Act 2000. One request for an Internal Review was made after a requester was dissatisfied with the initial FoI response CJI provided. The Internal Review Panel upheld the response provided and information released regarding the FoI alongside the decision-making involved. Learning points around opportunities to clarify the information being sought were identified through the Review process. These points were shared internally and CJI's FoI guidance updated to reflect this and mitigate the risk of future reputational damage.

Maintaining the resilience and sustainability of the organisation has been core to CJI's risk management in-year with periods of long-term sickness absence and the additional unscheduled Ministerial Request to review the Multi-Agency Review Arrangements (MARA) impacting on the allocation of Inspectors and agreed Inspection Programme delivery. CJI was also requested to submit a witness statement to the COVID-19 Inquiry, as part of the Module 8 focusing on children and young people. CJI has sought to mitigate these risks through rescheduling the commencement of planned Inspections and pausing Inspection fieldwork and report writing when required.

Risk assessments have been used to identify and mitigate resource and delivery issues with additional expertise secured from HMI Probation to support the delivery of the MARA Review. Monthly meetings between the Chief Inspector, Deputy Chief Inspector and Inspection Team assist with the effective management of the Inspection Programme.

CJI is actively progressing a proposal to develop an Associate Inspector list of suitably skilled and experienced individuals who can be deployed when needed and it is affordable to support the timely delivery of the Inspection Programme. This will provide greater organisational resilience and enhance business continuity arrangements. Plans are in place to progress this project alongside an Inspector recruitment competition due to commence in autumn 2025.

The interim appointment of CJI's Chief Inspector by the Minister of Justice as Prisoner Ombudsman for Northern Ireland (25 March 2024 to 31 October 2024), pending a public appointment recruitment competition, placed additional resource pressure on the Chief Inspector and CJI to meet business needs. CJI mitigated the business impact through appropriate task reallocation to the Deputy Chief Inspector and/or Inspection Team and other staff and additional hours worked by the Chief Inspector.

CJI recognised the impact its insufficient budget allocation would have on its ability to conduct a comprehensive Inspection Programme and its ability to meet its Business Plan and contractual obligations, maintain good corporate governance, financial and information management practices as well as maintain sufficient staffing levels.

With very limited discretionary spend available, increasing budget pressures and the need to internally fund the progression of the CJI website redevelopment project from the start of the financial year, CJI was required to engage with the DoJ on additional funding required for additional Ministerial requested Reviews, including necessary external specialist support, and create additional processes to monitor resource use.

To mitigate these and other potential impacts, CJI has maintained regular formal and informal engagement with all staff and external Inspection partners and Inspectorates to minimise disruption to the delivery of the Inspection Programme. The Accounting Officer also made the decision, in consultation with the Chief Inspector, to spend at risk during the financial year so that the planned Inspection Programme and in particular the risk-based inspection of two prisons in Northern Ireland could proceed as scheduled. CJI's Sponsor Team were kept informed of the budgetary position, management of financial pressures and wider business requirements throughout the reporting period.

HOW CJI HAS PROMOTED EQUALITY OF DELIVERY OF SERVICES TO DIFFERENT GROUPS IN SOCIETY

Equality is a core element of the Inspection Framework CJI applies when carrying out its inspection work. Equality and fairness are an integral part of all Inspection work and is applied as Inspectors examine strategy and governance, delivery and outcomes across the criminal justice system.

Inspectors look for evidence within inspected organisations that managers and leaders are role models and promote high standards of behaviour, fairness and equality; that organisational delivery is customer focused and inclusive of diversity; and the measurement of outcomes integrates diversity issues to ensure fairness and equality. They also engage with a wide range of stakeholders to inform their understanding of the experience and views of different groups within the community in relation to the work and performance of criminal justice organisations.

Recommendations for improvement made as a result of Inspection work often focus on increasing equality of opportunity and access to services by different groups in Northern Ireland.

During the financial year, CJI published seven full Inspections, one Ministerial Requested Review and one Follow-up Review which directly contribute to its work in this area.

Copies of all [Inspection Reports, Ministerial Requested Reviews](#) and [Follow-Up Reviews](#) are available from the [CJI website](#) and a full list our reports can be found under 'Inspection Reports' at the end of the Performance Report.

FORWARD LOOK

CJI is engaged in planning for the future development of the organisation. This activity ensures CJI's business priorities and its contribution to the continued development of the criminal justice system in Northern Ireland remains relevant and supports meaningful change. CJI is focused on ensuring it makes the best use of its available human and financial resources to do this.

Annual Business Plan incorporating the 2025-26 Inspection Programme

The Chief Inspector engaged with the heads of all organisations subject to inspection by CJI in early 2025. She also met with the Minister of Justice and her senior officials within the DoJ, political parties represented in the Northern Ireland Assembly, stakeholders from the voluntary, community and social enterprise sector, the Commissioner Designate for Victims of Crime in Northern Ireland, academia and the heads of other Inspectorates and oversight bodies. Discussions also took place with the Lady Chief Justice and the Attorney General for Northern Ireland.

These discussions helped inform and support the development of the annual Business Plan and Inspection Programme for 2025-26.

Staff resources

During 2024-25 the Chief Inspector was reappointed by the Minister of Justice following open competition for a second and final term commencing from 30 November 2024. A member of the Inspection Team moved from a full-time to a reduced hours (0.8 FTE) working pattern from April 2024. A workforce plan to ensure organisational resilience is under development in 2025-26 and planning is underway to take forward an Inspector recruitment campaign and develop an Associate Inspector list which CJI can use on a call off basis as required and when affordable.

CJI continues to use in-person and digital technology to support inspection work and evidence gathering and focus groups to assist with its inspection work.

Progress against recommendations from the Review of CJI

CJI continues to progress in collaboration with the DoJ the seven recommendations made following the December 2022 DoJ Review of CJI approved by the DoJ Permanent Secretary in April 2023. Following the reappointment of the Chief Inspector, CJI anticipates that work on recommendations that require Ministerial approval will be progressed in 2025-26. Progress against all outstanding recommendations is reviewed during quarterly oversight meeting between CJI and its DoJ Sponsor Team.

FINANCIAL REVIEW

CJI funding

CJI was financed as part of a one-year budget allocation for the DoJ for 2024-25. The Resource Department Expenditure Limit (DEL) budget which included additional funding received in-year was £1,365,000 (£1,361,000 non-ringfenced resource DEL budget and £4,000 ringfenced resource DEL budget). This budget pays for programme delivery and running costs, ringfenced (non-cash) charges for depreciation and impairment of non-current assets. In cash terms, the Revenue Grant from the sponsoring Department for the year was £1,275,000 (2023-24: £1,185,000).

The Capital DEL budget was £2,000 which pays for the acquisition of non-current assets. CJI was also granted additional budget allocation closer to year end with an additional £34,000 toward non-pay resource costs and £8,000 toward capital expenditure secured. Table 2 reflects the overall final budget allocation for 2024-25.

Net expenditure review

The net expenditure of CJI for 2024-25 is compared to the previous two financial years in the table below:

Table 1: CJI Net Expenditure 2024-25, 2023-24 and 2022-23

	2024-25 £	2023-24 £	2022-23 £
Total operating income	(150)	(171)	(22)
Staff Costs	957,142	943,828	824,067
Purchase of goods and services	436,656	264,880	234,471
Depreciation and impairment charges	2,951	5,035	5,039
Finance expense	1	2	-
Total operating expenditure	1,396,749	1,213,745	1,063,577
Net expenditure for the year	1,396,000	1,213,574	1,063,555

Net expenditure for the current year of £1,396,000 was £182,426 higher than the previous year resulting mainly from the impact of hard charging by HMIP for support provided for annual prison inspections and the need to secure additional expertise from HMI Probation to support a Ministerial Review request for CJI to review the Multi-Agency Review Arrangements.

The Statement of Comprehensive Net Expenditure is set out in the Financial Statements and its supporting Notes.

Summary of actual expenditure against budget

CJI's expenditure against budget is reported monthly with in-year budgetary pressures and easements reported to the DoJ through in-year budgetary monitoring processes. The budget and actual expenditure for 2024-25 is outlined in Table 2:

Table 2: Summary of actual expenditure against Budget 2024-25

	2024-25 Actual £	2024-25 Budget £	2024-25 Variance £
Operating expenditure (excluding depreciation and impairment charges)	1,393,652	1,395,000	1,348
Depreciation and Impairment	2,942	4,000	1,058
Operating expenditure	1,396,594	1,399,000	2,406
Net Capital expenditure	9,858	10,000	142
Overall Total expenditure	1,406,452	1,409,000	2,548

Expenditure was lower than budget due to some small underspends in pay and non-pay as well as the predicted depreciation for accrued capital additions not materialising until the new financial year.

Non-current assets

Non-current asset expenditure movements are detailed in the Notes 5 and 6 to the Financial Statements. CJI holds non-current assets of £15,612 at 31 March 2025 (£8,351 at 31 March 2024). Net non-current asset expenditure was £9,858 (2023-24: £2,420).

Financial position

The Statement of Financial Position shows total net liabilities of CJI at 31 March 2025 were £337,736 (at 31 March 2024: £216,495).

Cash flow

CJI's net decrease in cash and cash equivalents in the year was £4,000 (2023-24: £146 decrease).

Payments to suppliers

CJI adheres to the DoJ policy to pay bills from all suppliers within 10 working days following receipt of a properly rendered invoice or in accordance with contractual conditions, whichever is the earlier.

Table 3: CJI Payments to suppliers 2024-25 and 2023-24

	2024-25	2023-24
Total invoices paid	65	75
Total invoices paid within 10 days	64	70
% of invoices paid within 10 days	99.0%	93.0%
Total invoices paid within 30 days	65	73
% of invoices paid within 30 days	100%	97.0%
Statutory penalties paid for late payments (£k)	-	-

Long term expenditure trends

Chart 1 shows the movement in CJI's Total Resource Departmental Expenditure Limit (DEL) over the period 2021-22 to 2025-26.

This budget pays for programme delivery and running costs excluding ringfenced (non-cash) charges for depreciation and impairment of non-current assets.

Chart 1: CJI Resource DEL budget (opening allocations) *

*Resource (non-ringfenced) DEL

CJI's Resource budget has been set based on a one-year annual allocation over the last seven years. CJI's budget was unchanged in nominal terms for two years from 2021-22 to 2022-23 which represented a cumulative cut in funding in real terms.

CJI's opening 2024-25 Resource Budget Allocation (non-ringfenced) of £1,181,000 represented a £73,000 (6.6%) increase compared to the 2023-24 Opening Resource budget of £1,108,000. This allocation was increased during the financial year by a total of £180,000 arising from:

- An Internal Transfer of £28,000 from the DoJ to fund the continuation of work on the Review of Part 1 of the Domestic Abuse and Civil Proceedings Act (Northern Ireland) 2021 (Year Two Progress Review);
- Two Internal Transfers totalling £12,000 from the DoJ in respect of the need for CJI to mitigate the resource impact due to the CJI Chief Inspector's temporary appointment as the Interim Prisoner Ombudsman for Northern Ireland Role from 25 March 2024 to 31 October 2024;
- Additional allocation for Departments in respect of reported financial pressures. An additional allocation of £70,000 was provided to CJI by the DoJ from its additional allocation; and
- An Internal Transfer of £70,000 was provided by the DoJ to fund a Ministerial Request to undertake a review of the Multi-Agency Review Arrangements (MARA).

Following the written statement from the Minister of Finance to the Northern Ireland Assembly on 19 December 2024, the Final Opening Budget Allocations for the 2025-26 financial year were issued to Departments on the 9 April 2025.

CJI has been issued with a Final Opening Resource Budget Allocation (non-ringfenced) for 2025-26 of £1,325,000. This represents a £144,000 (12.19%) increase to the opening 2024-25 Resource Budget Allocation. While this increase in budget allocation is welcomed, it represents a £42,000 (-3.07%) reduction on CJI's final 2024-25 budget position.

Looking ahead - budgets beyond 2025-26

CJI anticipates that preparatory work for 2026-27 and beyond will be taken forward over the coming months with the aim of having a budget in place as far in advance of the new financial year as possible.

Audit

The financial statements are audited by the Comptroller and Auditor General for Northern Ireland (C&AG) 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. The C&AG is head of the Northern Ireland Audit Office (NIAO) and reports her findings to the Northern Ireland Assembly. The C&AG and her staff are wholly independent of CJI.

The audit fee for the work performed by the staff of the C&AG during the reporting period was £18,250 (2023-24: £17,900). No amounts were paid to the auditors for non-audit work for 2024-25 (2023-24: £Nil).

Sustainable development

The Climate Change Act (Northern Ireland) 2022 (the Act) sets a clear statutory target of net zero emissions by 2050. This legislation places a statutory duty on all Government Departments to exercise their functions in a manner that is consistent with achieving that target as far as possible.

The legislation requires the publication of a series of Climate Action Plans which set out how carbon budgets will be achieved across five yearly intervals. These Plans contain policies, proposals and actions submitted by all Departments to meet sector specific emissions targets.

The legislation also requires that each Department monitors and reports on progress made in its area of responsibility, in implementing the proposals and policies set out in the Climate Action Plan. The information collected through sustainability reporting may form a part of the interim (after three years of carbon budget) and final (after final year of carbon budget) Climate Action Plan progress reports. Therefore, it will be important that Departments start to gather baseline data and measure the impact of actions taken.

The requirements contained within the Act are underpinned by a number of additional key strategic drivers which require actions that contribute towards achieving Net Zero, a clean environment rich in biodiversity and promoting a sustainable economy. These include for example: PfG 2024-2027; draft Green Growth Strategy for Northern Ireland; Environmental Improvement Plan; the Executive's Energy Strategy for Northern Ireland '*Path to Net Zero Energy*'; the Energy Strategy Action Plans; draft Circular Economy Strategy; and the UN 2030 Agenda for Sustainable Development.

In addition, under the Wildlife and Natural Environment Act (Northern Ireland) 2011, it is the statutory duty of every public body, in exercising any function, to further the conservation of biodiversity as far as is consistent with the proper exercise of those functions.

CJI is committed to sustainability and its development by promoting and maintaining a positive and inclusive culture among staff and stakeholders. Its aim is to foster governance and leadership in sustainability and to work collaboratively with the DoJ to avoid and minimise adverse impacts of the organisation's activities on the environment and society and reduce the organisation's carbon footprint.

CJI supports procurement that aligns with 'green growth' and the furthering of sustainable development.

During 2024-25, CJI maintained its recycling policy for non-sensitive paper waste, aluminium and plastics across the organisation in partnership with other business areas in adjacent office accommodation. This means the organisation is unable to quantify its proportional contribution to establish baseline data for this activity. CJI also seeks where possible to minimise use of single-use plastic within its office environment and promote energy efficiency. A programme of work by DoJ Estates and Sustainability Branch to replace existing lighting systems used within CJI's office with more energy efficient and environmentally friendly bulbs and fittings has been progressed in-year and will continue in 2025-26 as/when required.

CJI seeks to reduce carbon emissions by co-ordinating and timing fieldwork and meetings in close proximity together to enable staff to walk to meetings and appointments where possible, mitigating the need for short car journeys to multiple sites. Staff are also encouraged to car share where possible when undertaking fieldwork to minimise the number of single passenger vehicle journeys and maximise efficiency.

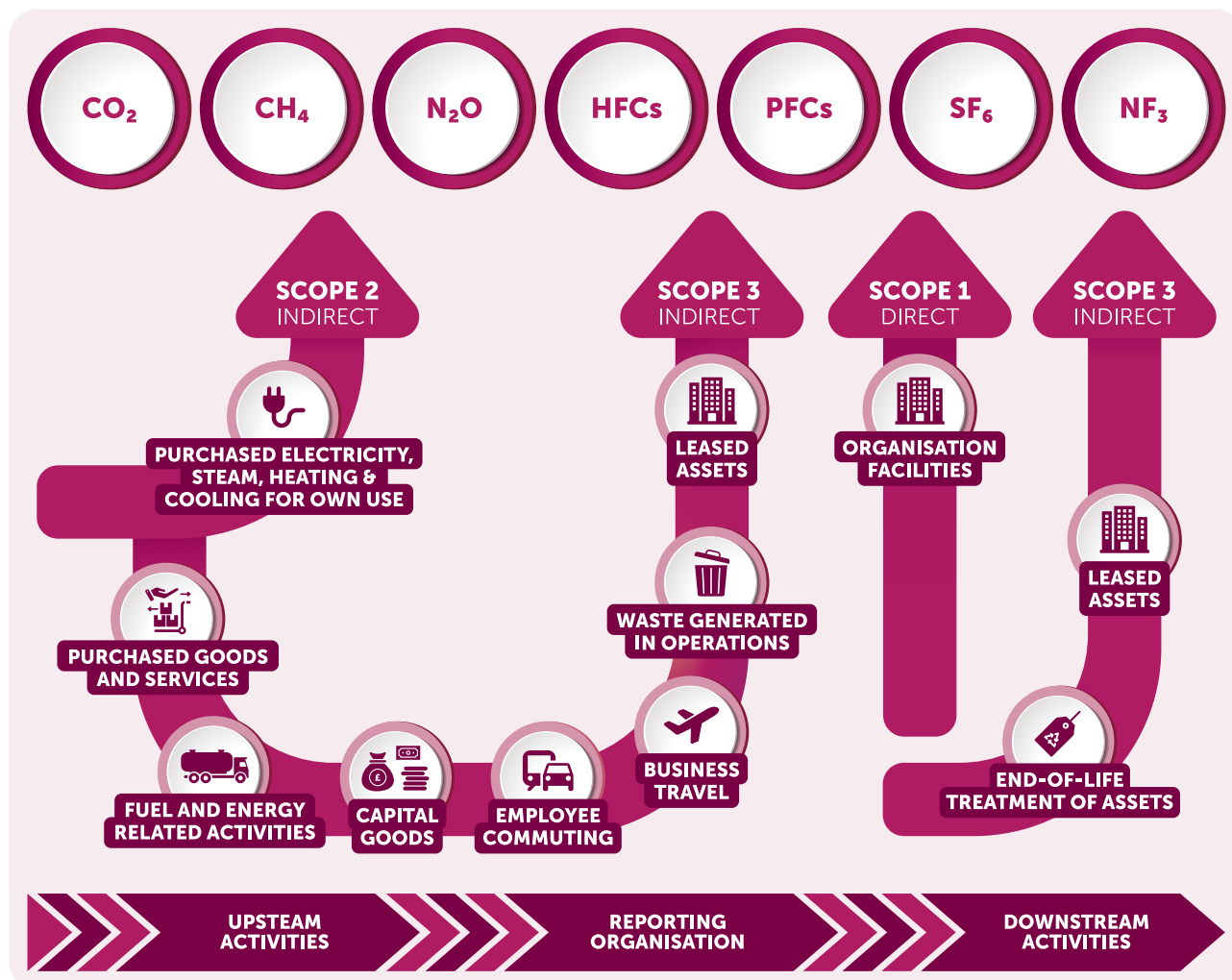
CJI's blended remote and office-based work environment also contributes to its efforts to reduce carbon emissions due to car usage and address climate change.

Staff are encouraged to consider the impact and contribution of air travel on climate change and to keep such journeys for business purposes to a minimum by maximising the use of video conferencing where it is not detrimental to the delivery of the organisation's core business.

As specific, measurable targets for carbon baselines and the reduction of carbon emissions are developed by the DoJ, CJI will seek to apply and report against targets that are appropriate for its business area.

CJI uses digital communication channels including its website and social media platforms to mitigate the environmental impact of traditional printing and carbon emissions due to the publication and distribution of hard copy materials to publish and distribute its inspection reports, corporate documents and raise awareness of its work.

As part of CJI's ISO 9001:2015 QMS, CJI is required from January 2025 to consider climate change and concerns into its proposals to build mitigating actions into its day-to-day activities. This will form part of future certification and recertification audits.

Diagram 4: CJI climate and sustainability considerations

Raising concerns, anti-fraud and anti-bribery

CJI adheres to its own Raising Concerns policy to guide CJI staff through the steps to take if they wish to raise a concern about malpractice within the organisation or, the steps to take if contacted by an individual external to CJI wishing to raise a concern about malpractice in another organisation.

It also takes cognisance of the NICS Raising Concerns policy which is designed to reassure staff that it is safe and acceptable to speak up when they have a concern about malpractice.

The procedures provide arrangements so concerns can be addressed at an early stage, in a fair and proper way.

CJI also has in place an anti-fraud and anti-bribery policy and associated action plan, which is reviewed annually and sets out the procedures and responsibilities for reporting and investigating suspected fraud within CJI and the prosecution of offenders. The policy and associated action plan supports CJI to manage the risk of fraud and bribery in the context of managing wider organisational risks.

INSPECTION REPORTS

During 2024-25 CJI published:



**FULL
INSPECTION
REPORTS**



**FOLLOW-UP
REVIEW**



**MINISTERIAL
REQUESTED
REVIEW**

Copies of all reports can be found via 'Our Reports' page on the CJI website.

They were:



A Review of the effectiveness of Part 1 of the Domestic Abuse and Civil Proceedings Act (Northern Ireland) 2021 - Year One Review (April 2024)



Youth Interventions: A review of the Youth Justice Agency's Community Interventions (September 2024)



An inspection of the effectiveness of Criminal Court Administration (September 2024)



Inspection of the governance and operation of the Parole Commissioners for Northern Ireland (October 2024)



A report on an unannounced inspection of Hydebank Wood Secure College (November 2024)



A report on an unannounced inspection of Hydebank Wood Women's Prison (November 2024)



Transforming the Criminal Justice System in Northern Ireland (November 2024)



A report on the investigation of abuse of position concerns and complaints by the Office of the Police Ombudsman for Northern Ireland (March 2025)



A Follow-Up Review of Probation Practice in Northern Ireland (August 2024)

A report on the effectiveness of Part 1 of the Domestic Abuse and Civil Proceedings Act (Northern Ireland) 2021 - Year Two Progress Review was completed and submitted to the Minister of Justice in February 2025. This Ministerial Requested Review report was published early in the 2025-26

Performance Report

James Corrigan
Chief Executive and Accounting Officer

24 June 2025

ACCOUNTABILITY REPORT

The Accountability section of this Annual Report demonstrates how:



The Accountability Report has three sections:

The **Corporate Governance Report** explains the composition and organisation of CJI's governance structures and how they support the achievement of the Inspectorate's objectives.

It comprises a *Directors' Report* which outlines CJI's executive management structure; how it identifies and manages potential conflicts of interest; its information assurance and data management practices and how the organisation handles and learns from complaints it receives.

The *Report of the Non-Executive Members of CJI's Audit and Risk Assurance Committee* summarises the areas of interest for the ARAC during the 2024-25 year and their opinion on the operation of CJI.

The *Corporate Governance Report* also includes a *Statement of the Chief Inspector of Criminal Justice and the Chief Executive and Accounting Officer's Responsibilities* and the *Governance Statement*, which summarises its risk management arrangements, key corporate governance processes and the internal controls in place within CJI during 2024-25.

The **Remuneration and Staff Report** provides information on the policies in place within CJI governing the remuneration of staff within the organisation and the salary and pension entitlements of the most senior staff within the Inspectorate. It also outlines CJI's staff policies which were in operation during the reporting period.

The **Assembly Accountability and Audit Report** details the scope of the audit and the opinion of the C&AG in relation to regularity of expenditure, the financial statements prepared by CJI and other matters on which the C&AG wishes to comment or make observations.

**Corporate
Governance
Report**

**Remuneration
and Staff
Report**

**Assembly
Accountability
and Audit
Report**

CORPORATE GOVERNANCE REPORT

DIRECTORS' REPORT

Chief Inspector

The Chief Inspector of Criminal Justice in Northern Ireland is the head of the organisation. The current Chief Inspector Jacqui Durkin was appointed by the Permanent Secretary of the DoJ in the absence of a Northern Ireland Executive in November 2019 for a period of three years and her appointment was extended in 2022 by the Minister of Justice for a further two years. Ms Durkin was reappointed by the Minister of Justice following an open competition for a second and final term on 30 November 2024.

Executive management

The Chief Inspector has responsibility for ensuring the Inspectorate carries out a programme of inspection among the criminal justice organisations within its legislative remit.

The Chief Inspector is supported in executing her responsibilities and directing and controlling the major activities of the organisation during the year by James Corrigan, Deputy Chief Inspector, Chief Executive and Accounting Officer for CJI, and by other staff members who attend CJI's Senior Management Team meetings. Other attendees include:

- J Brooks, Accountant, DoJ Financial Services Division (FSD);
- M McVeigh, Business and Communications Manager, CJI; and
- a representative of the Inspection Team on a rotational basis.

Further detail on the work of the CJI Senior Management Team can be found in the [**Senior Management Team Meeting Minutes**](#). Additional information on the role of the Chief Inspector and Chief Executive and Accounting Officer can be found within the Performance Report (Performance Overview section) and Statement of the Chief Inspector of Criminal Justice and Chief Executive and Accounting Officer's Responsibilities (Corporate Governance Report within the Accountability Report).

Audit and Risk Assurance Committee (ARAC)

The ARAC supports the Accounting Officer in his responsibilities for issues of risk, control and governance, by reviewing the comprehensiveness of assurances in meeting the Accounting Officer's and CJI's Senior Management Team's needs and reviewing the reliability and integrity of these assurances.

Membership of ARAC is reviewed every three years with Non-Executive/independent members serving a maximum of two three-year terms in succession, subject to satisfactory performance and attendance.

The current Committee which meets four times per year includes two Non-Executive/independent members who are supported by the Business and Communications Manager and a nominated CJI Inspector. It benefits from the attendance of colleagues from External Audit, Internal Audit, a representative of the DoJ Sponsor Team, a representative of DoJ FSD, CJI's Chief Inspector and the Chief Executive and Accounting Officer.

Register of interests

The members of CJI's Senior Management Team are required to disclose personal or business interests including company directorships or other significant interests which could conflict or impact on their management responsibilities. These disclosures are made on an annual basis by way of a declaration of interest statement. An online [Register of Interests of CJI's Senior Management Team members](#) is available to view on the CJI website.

All ARAC members, attendees and other CJI staff members are also required to provide information on personal or business interests that may be perceived by a reasonable member of the public to influence their judgment in the exercise of their public duty.

Information Assurance

CJI has aligned itself with the Information Management arrangements in place within the DoJ. These arrangements mirror policies and procedures in place within other NICS Departments.

In September 2024 CJI sought and secured an assurance certificate for its ICT system following a full evaluation undertaken by the DoJ Accreditation Authority Panel. This provides accreditation for a period of four years up to 30 September 2028, subject to CJI's compliance with the conditions of award.

The Chief Executive is required to report personal data related incidents which occurred during the financial year.

Personal data includes any information that links one or more identifiable living person with information about them, the release of which would put them at significant risk of harm or distress, or any source of information about 1,000 or more identifiable individuals, other than information sourced from the public domain.

Since 2018 CJI has been subject to the General Data Protection Regulations (GDPR). The GDPR applies to 'personal data', meaning any information relating to an identifiable person who can be directly or indirectly identified in particular by reference to an identifier. There were no personal data related incidents which CJI had responsibility for, to report to the Information Commissioner during 2024-25 (2023-24: Nil). Information risk is managed within the context of the risk management framework referred to in CJI's Governance Statement.

Complaints

CJI seeks to ensure it adheres to best practice in all aspects of its business activities. In support of this aim, it has in place a [complaints procedure](#) that is publicly available on its website. We welcome and will be responsive to any complaints or other feedback from our customers. CJI defines a complaint as when a person expresses dissatisfaction with any aspect of CJI's standard of service. This may include the conduct of any permanent or temporary member(s) of CJI staff or other people carrying out inspection related work for or on behalf of CJI. CJI has a Complaints Officer appointed to co-ordinate the management of any complaints it receives.

Should CJI receive a complaint either verbally or in writing it will:

Diagram 4: Stages of the CJI Complaint process



If an individual is dissatisfied with CJI's response, they may contact the Northern Ireland Public Services Ombudsman (NIPSO). During 2024-25, CJI received one complaint. The matter was referred to NIPSO by the complainant but returned to CJI for action in line with its stated complaints process. It was closed following Stage One of the complaints process (2023-24: one complaint).

Limited contact arrangements in line with CJI's Unacceptable Behaviour policy were activated after abusive and unacceptable persistent correspondence was received by CJI. An internal review of the limited contact was carried out in line with the policy.

REPORT OF THE NON-EXECUTIVE MEMBERS OF CJI'S AUDIT AND RISK ASSURANCE COMMITTEE

I was appointed to the CJI Audit and Risk Assurance Committee (ARAC) as a Non-Executive member for a second and final term on 16 January 2025. I have been joined in-year by Cathy Galway, appointed as a Non-Executive member from 24 May 2024 and during this time we have rotated the Chairperson role as required.

The ARAC meetings are structured around an annual programme and cover a range of standing items that include:

- Risk Assessment and regular review of the Corporate Risk Register;
- Annual Accounts and Corporate Governance Statement;
- Report to those charged with governance;
- Annual Internal Audit report and opinion;
- Internal and External Audit plans;
- Raising Concerns (Whistleblowing); and
- Senior officer expenses, gifts and hospitality.

CJI proactively enables and supports the governance, and the scrutiny role exercised via ARAC, with senior officer support evidenced through the regular attendance by both the Chief Inspector and the Chief Executive.

During the past business year, ARAC has continued to focus on relevant areas of governance, website and external communications, systems of internal control, accounts, internal and external audit work and reports, risk identification and management and policy adherence in advising on the necessary assurances to the Accounting Officer and senior staff in CJI. Budget pressures have been noted throughout the year.

Robust governance mechanisms and processes have been maintained despite the resource challenges faced during the financial year. I commend CJI staff for their continued professionalism and timely presentation of papers/reports for ARAC scrutiny and follow-up actions.

Mandy Kilpatrick BEM

STATEMENT OF THE CHIEF INSPECTOR OF CRIMINAL JUSTICE AND CHIEF EXECUTIVE AND ACCOUNTING OFFICER'S RESPONSIBILITIES

Under paragraph 6 of Schedule 8 to the Justice (Northern Ireland) Act 2002 (as amended) the DoJ has directed the Chief Inspector to prepare for each financial year of the Office of the Chief Inspector of Criminal Justice, a statement of accounts in the form and on the basis set out in the Accounts Direction.

The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of the Office of the Chief Inspector of Criminal Justice and of its income and expenditure, Statement of Financial Position and cash flows for the financial year.

In preparing the accounts, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- observe the Accounts Direction issued by the DoJ, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgments and estimates on a reasonable basis;
- state whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the financial statements;
- prepare the financial statements on a going concern basis; and

- confirm that the Annual Report and Accounts as a whole is fair, balanced and understandable and take personal responsibility for the Annual Report and Accounts and the judgments required for determining that it is fair, balanced and understandable.

The Accounting Officer of the DoJ has appointed the Chief Executive as Accounting Officer of the Office of the Chief Inspector of Criminal Justice. The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding the Office of the Chief Inspector of Criminal Justice's assets, are set out in Managing Public Money Northern Ireland published by the Department of Finance (DoF).

As the Accounting Officer, I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that the Office of the Chief Inspector of Criminal Justice's auditors are aware of that information. So far as I am aware, there is no relevant audit information of which the auditors are unaware.

GOVERNANCE STATEMENT

1. Scope of responsibility

Criminal Justice Inspection Northern Ireland (CJI) is an Arm's Length Body (classified as an Executive Non-Departmental Public Body (NDPB)) of the Department of Justice for Northern Ireland (DoJ) established under the Justice (Northern Ireland) Act 2002 as amended. The organisation is led by the Chief Inspector of Criminal Justice in Northern Ireland. The Chief Inspector is a public appointee who operates as a Corporation Sole. In November 2024 the Minister of Justice reappointed the Chief Inspector to serve a term of three years. This is her second and final term.

As the designated Accounting Officer for CJI, I have responsibility for maintaining a sound system of internal control that supports the achievement of CJI's policies, aims and objectives, while safeguarding public funds and assets for which I am personally responsible, in accordance with the responsibilities assigned to me in Managing Public Money Northern Ireland (MPMNI).

2. Purpose of the Governance framework

The Governance framework comprises the governance structures, risk management and internal control arrangements by which the organisation is directed and controlled, and the activities through which it accounts to and engages with stakeholders.

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

The system of internal control has been in place along with other established mechanisms and processes established within the organisation for the year ended 31 March 2025 and up to the date of approval of the Annual Report and Accounts. This is in accordance with the extant **Corporate Governance Code of Good Practice** (The '2025' Code revised and published on 26 February 2025), is available on the DoJ website.

3. Governance framework

Senior Management Team

CJI's Governance framework is overseen by its Senior Management Team that is ultimately responsible for strategy and overseeing the performance of CJI and in this regard acts as the Board of CJI. Senior Management provide leadership by articulating a clear vision for CJI and giving clarity on how policy contributes to achieving the organisation's stated vision including setting risk appetite and managing risk. In support of this focus, the following matters are reserved for the Senior Management Team to approve or monitor:

Setting Direction

- Vision, Mission, Values, Ethics and Business Practice.

Approval

- Corporate and Business Plans;
- Annual Resource and Capital budgets and expenditure;
- Pay remits;
- Commencement or variance of significant projects and/or policy; and
- Change programmes.

Oversight and Control

- Operating and financial performance;
- Scrutiny of significant projects and/or policy to ensure compliance with standards set out in MPMNI;
- Internal controls; and
- Compliance (governance, risk, financial and regulatory).

Stakeholder relationships

- External communications, the Annual Report, press releases, social media, web accessibility; and
- Engagement with inspected organisations.

The Senior Management Team (acting as the Board) comprises the Chief Inspector, who acts as Chair, the Deputy Chief Inspector, who is also Chief Executive and Accounting Officer, the Business and Communications Manager, an individual Inspector and a representative from the DoJ Financial Services Division (FSD).

The accountability arrangements within CJI encompass oversight meetings with its DoJ Sponsor Team representing its sponsor division, monthly Senior Management Team meetings, monthly Inspectors' meetings, four Audit and Risk Assurance Committee (ARAC) meetings per year and Stewardship statements.

The quality and performance of the services provided by FSD are managed through a detailed Service Level Agreement. CJI also prepares financial statements subject to independent audit by the Northern Ireland Audit Office (NIAO).

Sponsorship arrangements

CJI complies with the principles governing the relationships between Departments and their Arm's Length Bodies (ALBs) as outlined in the **Partnerships between Departments and Arm's Length Bodies: Northern Ireland Code of Good Practice** (version 3, published March 2019) and DAO (DoF) 03/22.

This relationship is documented in the **Partnership Agreement** between the DoJ and CJI which reflects the revised 2025 Corporation Sole Partnership Agreement template format adapted to reflect CJI governance arrangements. A copy of the Partnership Agreement is available on CJI and DoJ websites.

The Partnership Agreement sets out the way CJI and the 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 with particular emphasis on:

- the rules and guidelines relevant to the exercise of the statutory duties, functions and powers of CJI;
- the strategic aim of CJI in support of the DoJ and Government's wider strategic aims for the criminal justice system in Northern Ireland;
- CJI's status and the corporate governance framework in place, including its governance structures, risk management and internal control arrangements;
- the role of the DoJ and the level of engagement with CJI in line with the annual Engagement Plan;
- agreed management and financial information to be shared between CJI and the DoJ during the year;

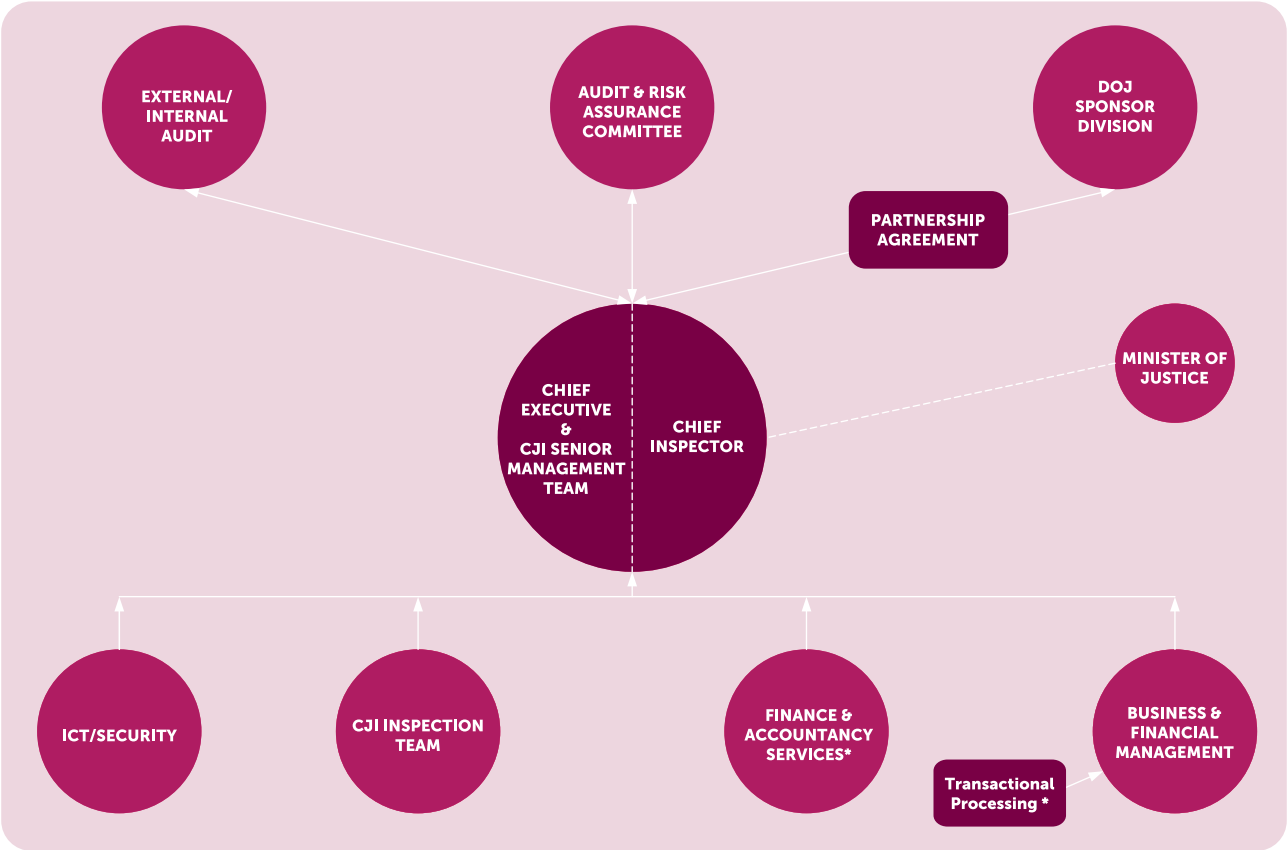
- the conditions under which any public funds are paid to CJI;
- how the Chief Inspector and organisation will to be held accountable for their performance; and
- the adoption of a proportionate approach to assurance based on CJI’s statutory remit, the nature of its business, its budget and associated risks.

CJI’s Senior Management Team receives monthly management reports including updates on the Inspection Programme, a finance report including analysis of expenditure against budget, reports on specific projects and progress on Pay Remits, website redevelopment and accessibility, social media development, Fol requests and

responses, and internally conducted ISO 9001:2015 audit reports of the QMS.

The acceptability of the information provided to CJI’s Senior Management Team has been endorsed by the Chief Inspector and the Chief Executive and Accounting Officer. The Chief Inspector in turn gains her assurance on financial management information from the DoJ FSD representative and their compliance with the CJI/FSD Service Level Agreement. The Inspection Programme information is validated by the Chief Executive, who has line management responsibility for all Inspectors and oversees the delivery of the Inspection Programme.

Diagram 5: CJI accountability arrangements



* Services provided via a Service Level Agreement with FSD, DoJ.

Audit and Risk Assurance Committee (ARAC)

ARAC supports me in delivering my responsibilities as Accounting Officer for risk management, corporate governance, and internal control together with providing an appropriate challenge function. The CJI ARAC has formally agreed Terms of Reference that are reviewed annually.

The ARAC comprises two independent Non-Executive members, who are supported by the Business and Communications Manager and a nominated CJI Inspector. The Chief Inspector, the Accounting Officer, representatives from DoJ Sponsor Team and DoJ FSD, representatives of the NIAO and its sub-contracted auditors (AAB Group Accountants Ltd) and NICS Group Internal Audit.

	No. of Meetings Attended/Held
CJI Audit and Risk Assurance Committee Members	
D Anderson (Chairperson)*	1/4
M Kilpatrick (Non-Executive member/Rotating Chairperson)	4/4
C Galway (Non-Executive member/Rotating Chairperson)**	3/4
CJI Audit and Risk Assurance Committee Attendees	
J Durkin (Chief Inspector)	4/4
J Corrigan (Chief Executive and Accounting Officer)	4/4
M McVeigh (Business and Communications Manager)	4/4
D MacAnulty (CJI Inspector)	3/4
Representative of DoJ FSD	4/4
Representative of DoJ (sponsor division)	4/4
NIAO (External Audit)	4/4
AAB Group Accountants Limited (External Audit)	4/4
Representative of NICS Group Internal Audit	4/4
Audit and Risk Assurance Committee Secretary	4/4

*D Anderson's second and final term of appointment to the ARAC concluded on 11 April 2024.

**C Galway was appointed to the ARAC in spring 2024 and attended her first meeting on 6 June 2024.

ARAC also has access to all internal audit reports, external reviews, risk registers and management reports. Standing agenda items at each of the four meetings include: progress of management responses and actions against assurance reviews (internal and external); adequacy of response to

the Risk Register; reports on fraud and whistleblowing; direct award contracts; Chief Officers' expenses; and gifts and hospitality. ARAC Non-Executive independent members consider the objectives and organisational targets set for the business year prior to inclusion in the annual Business Plan.

ARAC review and receive updates on significant policy proposals and plans such as the CJI website re-development project. ARAC approves, the Governance Statement and the Annual Report and Accounts of CJI, before submission to the DoJ/external auditor. It undertakes an annual self-assessment of performance which is presented to ARAC with recommendations for development made to CJI's Senior Management Team. The performance of ARAC Non-Executive independent members is reviewed annually by the Accounting Officer.

4. Risk management and internal control

The Senior Management Team is responsible for CJI's system of internal controls and risk management and for reviewing the effectiveness of these systems. Key features are:

- a Risk Register identifying CJI's key risks and the means to manage and mitigate them;
- a well-established system of financial and business controls, the operation of which are regularly reported to ARAC and the Chief Executive;
- regular assessments of internal controls by CJI's Internal Audit Service; and
- the review of the effectiveness of the internal control processes by ARAC on behalf of the Senior Management Team.

CJI conducts periodic reviews of its Risk Register involving all staff to identify and prioritise the risks to the achievement of CJI policies, aims and objectives; the likelihood or impact of those risks being realised; and establish the mitigating actions required.

The outcome of these reviews are reported to ARAC. The Senior Management Team has reviewed the CJI risk appetite and uses five categories of risk with assessments of the risk appetite:

Category of Risk	Risk Appetite
Reputation	Cautious (preference for safe options that offer a low degree of residual risk and may offer limited reward).
Delivery	Cautious (preference for safe options that offer a low degree of residual risk and may offer limited reward).
Change Programmes	Open (willing to consider all potential delivery options and choose one most likely to result in success).
Finance/value for money	Cautious (preference for safe options that offer a low degree of residual risk and may offer limited reward).
Legal/regulatory	Minimal (choose safe option with low degree of inherent risk).

The risk appetite has been ratified by the CJI ARAC. It is refreshed annually and is linked to the ongoing assessment of risk expressed by the CJI Corporate Risk Register.

Risk assessment

A number of risks were re-evaluated during the year and the Risk Register was updated to reflect the highest priority risks to CJI. The most significant risks to the organisation identified in-year were those impacting on the organisation's resilience and sustainability, and relevance to and within the criminal justice system. These risks were linked to the potential impacts of increasing budget pressures and the sustainability and security of the CJI website.

The impacts of these risks were evident in how the Inspection Programme was developed and delivered, CJI's response to a Ministerial request for a Review, decisions on whether or not to use external expertise and wider concerns regarding the sustainability of the organisation and the prioritisation in-year of funding to support the delivery of the CJI website redevelopment project and associated future security, hosting, licencing, maintenance and support arrangements.

CJI sought to mitigate the impact of these risks on its core business and the achievement of its objectives by regularly updating DoJ Sponsor Team on budget pressures, requesting additional funds through monitoring rounds, engaging with ARAC and internal/external audit teams; engaging with DoJ Procurement Support Team and Construction and Procurement Delivery within the DoF to develop an appropriate project specification and undertake a competitive tender to secure external support for the website redevelopment project; and cutting discretionary spending. A risk-based approach to the timing of the Inspection Programme continued during 2024-25.

CJI maintained close contact with its Sponsor Team both formally and informally to raise awareness of these risks and their potential impact for inspection publications and corporate governance responsibilities.

All CJI Inspections include a formal risk assessment with mitigating plans in place and responsibility for delivery clearly assigned. Risk policies and processes are supported and maintained by the Chief Executive and the Business and Communications Manager with decisions on corporate risk management

and the escalation of risks from the risk and control framework assessed at the Senior Management Team with escalation to DoJ Sponsor Team when relevant. This system of internal control has been in place in CJI for the year ended 31 March 2025 and up to the date of approval of the Annual Report and Accounts. It accords with DoF guidance relating to corporate governance and management of risk.

Further information on CJI's risk assessment and its management of those risks in-year can be found within the Performance Analysis section of the Performance Report.

Internal audit

The CJI Internal Audit was provided by the NICS Group Internal Audit Team who completed an audit of CJI's Finance Support arrangements in 2024-25. The audit reviewed the control, governance and risk management arrangements associated with CJI's relationship with the DoJ's FSD; purchasing and procurement approval and activity; travel and subsistence claims and authorisation and recording of gifts and hospitality received and extended by the organisation.

An Internal Audit report highlighted three Priority Three recommendations for improvement linked to the timeliness and completeness of the information provided in internally approved Business Cases for expenditure below £5,000; the retention and timeliness of approvals of travel and subsistence claims; and the accuracy and completeness of information recorded on CJI's hospitality extended registers.

Two 'best practice' suggestions were also made to enhance existing system controls.

The Internal Audit report findings were accepted by CJI with action taken in February 2025 to strengthen internal arrangements for the completion of internally approved business cases and the checking and recording of data and its accuracy where necessary, to address the recommendations.

The final Internal Audit report awarded a 'satisfactory' audit opinion.

Shared services

Financial

CJI's payroll and human resource (HR) transactional support functions are provided through NICS HR and the NICS HR Connect service. Financial management, reporting and transactional support functions have been provided by FSD using NICS Finance Shared Services (formerly Account NI) with internal control exercised by the DoJ. The control responsibility and internal audit processes for those internal elements of the transaction streams that remain within CJI rest with the CJI Accounting Officer. These include validation of expenditure requests; compliance with delegated limits; segregation of duties; and adherence to the CJI Financial Procedures Manual.

The Deputy Director, Finance (DoJ) and the CJI Accounting Officer have individual responsibility to ensure that the two sets of controls provide an environment of appropriate control for their respective organisation/business area. These controls are incorporated into the Service Level Agreement governing the delivery of the service.

Throughout the year CJI has continued to ensure that its own controls and processes operate effectively. CJI's Internal Audit report on its Financial Support arrangements

completed in-year highlighted areas for improvement. Steps have been taken to improve arrangements for the manual checking of data integrity and accuracy where necessary, specifically around expense monitoring and approval (business case completion and travel and subsistence claims) which lies with the CJI Accounting Officer. Any changes to CJI processes are managed within the ISO 9001:2015 QMS to ensure that objectives are delivered with the control implications assessed, agreed and managed.

Information and Communications Technology (ICT)

CJI's ICT requirements during 2024-25 were provided by NICS Enterprise Shared Services (ESS). A detailed Service Level Agreement governs the delivery of these services.

Information Assurance

Staff awareness of information management and security is supported by the ISO 9001:2015 certified QMS, which gives staff full access to all relevant and current security policies and guidance.

Information management within CJI in-year was supported by CJI's Business and Communication Manager and the DoJ Information Services Division with overall responsibility resting with the CJI Chief Executive. An Information and Asset Risk Register is in place to assist CJI to manage its responsibilities in relation to the retention, handling and processing of data including personal data and compliance with the GDPR.

In September 2024 CJI sought and secured an assurance certificate for its ICT system following a full evaluation undertaken by the DoJ Accreditation Authority Panel.

The certificate provides accreditation for a period of four years up to 30 September 2028, subject to CJI's compliance with the conditions of award.

CJI provides the DoJ with details of its information management procedures and compliance with HM Government mandatory requirements on request.

Value for money

Proposed business changes are examined through the preparation of an appropriate and proportionate business case. If appropriate, benefit realisation plans, and monitoring are built into all such developments with direct periodic reporting to the Senior Management Team for corporate projects. Following receipt of CJI's 2024-25 Internal Audit Report on Finance Support, staff have been reminded of the need to complete and secure approval for a proportionate business case from the relevant Approving Officer before any monies are committed. All procurement and contract management complies with United Kingdom (UK) or European Union procurement regulations to ensure full and fair competition among prospective suppliers of goods and services. All procurement and contract management activities are managed in line with the Cabinet Office transparency guidelines and approvals processes, with supplier engagement compliant with UK Government and DoF procurement guidelines.

CJI attends and is a member of the DoJ Procurement Forum. The **eTendersNI** platform was utilised in-year for letting contracts where the value exceeded £5,000 up to 6 March 2025 when a revised **Procurement Policy Note 04/21** was issued by the DoF and an associated uplift of Procurement Control Limits implemented with immediate effect. CJI has adhered to the new Procurement Control Limits from this date.

During 2024-25, CJI used the **eTendersNI** to appoint a supplier by way of open tender competition to undertake the redevelopment of the CJI website and provide associated hosting, licencing maintenance and support services. All other contracts let by CJI in 2024-25 fell below the threshold that required the use of the eTendersNI platform. CJI will take cognisance of revised guidance currently under development by the DoJ Procurement Support Team when it becomes available.

As part of the selection process for new contracts, tender evaluation incorporates monetary and non-monetary factors and contracts are awarded to the most economically advantageous tender. CJI reviews supplier performance information to ensure that quality and services are maintained for the duration of the contract and that contract management evaluations take place.

5. Review of the effectiveness of the governance framework

As Accounting Officer, I have responsibility for reviewing the effectiveness of the governance framework. This review is informed by the following:

- the Senior Management Team assesses the achievement of the CJI Business Plan objectives and performance on a continuous basis. The outcome of this continuous assessment is used to inform annual Business Plan(s) for the succeeding period and the development of future Corporate Plans;
- at the monthly Senior Management Team meetings, the review of CJI financial reports indicated potential variances from budget that were satisfactorily explained;
- CJI fully achieved all but one of its objectives. This included: commencing or completing work on all new Inspections, Follow-Up Reviews, and two Ministerial Requested Reviews and progressing all outstanding Inspections and Reviews. CJI has effectively fulfilled its required Corporation Sole corporate governance requirements; maintained a QMS/ ISO accreditation; continued to grow its communications and digital media services and is engaged in the delivery of a new redeveloped website to support the business and communication objectives of the organisation. Effective contingency arrangements were put in place to deal with staff absence in-year and minimise impacts on delivery of core business;
- a total of seven full Inspections, the First Annual Review of the implementation of Part 1 of the Domestic Abuse and Civil Proceedings Act (Northern Ireland) 2021 and a Follow-Up Review of Probation Practice were all published in-year 2024-

25 with work completed on the Second annual Review of the Act in February 2025 and a report submitted to the Minister of Justice for approval. This report was subsequently published early in 2025-26;

- an annual Internal Audit review was conducted by the independent NICS Group Internal Auditor to test the adequacy and effectiveness of systems of internal control as defined in the Public Sector Internal Audit Standards (PSIAS);
- there were no significant lapses in security in-year;
- CJI received an annual assurance statement from DoJ FSD concerning its internal controls governing risk and control monitoring activities;
- other relevant reporting processes and assurances provided by NICS Group Internal Auditor and other relevant sources of assurance; and
- CJI retained its ISO 9001:2015 certification for its QMS following an audit by an independent assessor. ISO 9001:2015 is a continuous improvement regime that maintains the quality standards for all CJI processes.

As part of the review of effectiveness of the governance framework, as the Accounting Officer, I provide mid and end-of-year Stewardship Statements to the DoJ Accounting Officer on the effectiveness of the internal control and governance environment within CJI.

Conflicts of interest

All ARAC members, CJI staff members and attendees (with the exception of Internal and External Audit representatives) are required to complete an annual declaration of potential personal or business interests.

This information is used to identify where potential conflicts of interest may apply. Should this information change in-year, CJI staff members, ARAC members and attendees (with the exception of Internal and External Audit representatives) are required to inform the Chief Executive and update their declaration of interests accordingly. The CJI **Register of Interests** is available for public inspection.

Members and attendees at the CJI ARAC are also required to disclose any potential conflicts of personal or business interest at the start of each ARAC meeting. Where a conflict arises, the individual is required to absent themselves from the subsequent discussion.

6. Budget Position and Authority

The Budget Act (Northern Ireland) 2025, which received Royal Assent on 6 March 2025, together with the Northern Ireland Spring Supplementary Estimates 2024-25 which were agreed by the Northern Ireland Assembly on 17 February 2025, provide the statutory authority for the Northern Ireland Executive's final 2024-25 expenditure plans.

The Budget Act (Northern Ireland) 2025 also provides a Vote on Account to authorise expenditure by Departments and other bodies into the early months of the 2025-26 financial year.

7. Significant internal control issues

There were no significant internal control issues or Ministerial directions during 2024-25.

8. Accounting Officer Statement on Assurance

CJI has an established robust assurance framework that includes primary assurance through line management structures on the achievement of objectives. This primary assurance is supplemented by secondary assurances provided through oversight of management activity and by the NICS Group Internal Audit Services operating to PSIAS. They deliver an agreed prioritised programme of system-based audits covering all CJI systems over time. The Head of NICS Internal Audit Services provides me with an Annual Report and their professional opinion on the level of assurance that they can provide based on the work done. For the 2024-25 year they have provided overall satisfactory assurance.

REMUNERATION AND STAFF REPORT

REMUNERATION REPORT

The Remuneration Report provides information on the terms and conditions of employment applicable to CJI's senior management and the salary and pension entitlements along with any additional remuneration which is payable to the Inspectorate's most senior staff. This ensures transparency in relation to how staff salaries are set as well as the payments made and due to staff because of their employment.

Remuneration policy

The position of Chief Inspector of Criminal Justice in Northern Ireland is a public appointment and remuneration is a decision for the Minister of Justice (or in their absence, the DoJ) in line with any guidance issued by the Commissioner for Public Appointments Northern Ireland.

Other directly recruited staff employed by CJI are remunerated largely in line with NICS pay agreements and the CJI pay strategy approved by the DoF (formerly Department of Finance and Personnel) in spring 2012.

The pay remit for the NICS including senior civil servants, and those aligned with the NICS Senior Civil Service (SCS) pay scales, is normally approved by the Minister of Finance. Following approval of the 2024-25 Budget in the Northern Ireland Assembly on 28 May 2024, in which the Finance Minister outlined the overarching approach to public sector pay, the Northern Ireland public sector pay policy guidance was published on 31 May 2024 in [FD \(DoF\) 07/24](#).

Annual NICS pay awards are made in the context of the wider public sector pay policy. Subject to satisfactory testing, we aim to pay the award effective from 1 August 2024, for CJI staff members aligned with the NICS non-industrial pay scales, including SCS, in the June 2025 payroll or as soon as practicable thereafter.

The CJI pay arrangements for staff are based on a system of pay scales for each grade, including SCS aligned grades, containing a number of pay points from minimum to maximum, allowing progression towards the maximum based on performance and other eligibility criteria.

Service contracts

Directly recruited appointments are made in accordance with the Civil Service Commissioners (Northern Ireland) Order 1999, which requires appointment to be on merit, on the basis of fair and open competition. The [Civil Service Commissioners for Northern Ireland Recruitment Code](#) specifies the circumstances when appointments may be made by exception to merit.

The current Chief Inspector was reappointed by the Minister of Justice following an open competition for a second and final term commencing from 30 November 2024. They were initially appointed to the role in November 2019 by the Permanent Secretary in the absence of a Minister for a period of three years with their appointment extended by the Minister of Justice in May 2022 for a further period of two years, from 30 November 2022 to 29 November 2024.

The Deputy Chief Inspector and other members of staff hold appointments which 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 for Northern Ireland](#) can be found on their website.

Remuneration (including salary) and pension entitlements

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

Remuneration and pension entitlements (audited information)

Single total figure of remuneration								
	Salary (£'000)		Benefits in kind (to nearest £100)		Pension Benefits* (to nearest £1,000)		Total (£'000)	
	2024-25	2023-24	2024-25	2023-24	2024-25	2023-24**	2024-25	2023-24
Ms J Durkin Chief Inspector	115 - 120	115 - 120	-	-	63	45	180 - 185	160 - 165
Mr J Corrigan Deputy Chief Inspector and Chief Executive	90 - 95	80 - 85	-	-	5	47	95 - 100	130 - 135

* Please note: The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases exclude increases due to inflation and any increase or decrease due to a transfer of pension rights.

** Accrued pension benefits included in this table for any individual affected by the Public Service Pensions remedy have been calculated based on their inclusion in the legacy scheme for the period between 1 April 2015 and 31 March 2022, following the McCloud judgment. The Public Service Pensions remedy applies to individuals that were members, or eligible to be members, of a public service pension scheme on 31 March 2012 and were members of a public service pension scheme between 21 April 2015 and 31 March 2022. The basis for the calculation reflects the legal position that impacted members have been rolled back into the relevant legacy scheme for the remedy period and that this will apply unless the member actively exercises their entitlement on retirement to decision to decide instead to receive benefits calculated under the terms of the Alpha scheme for the period from 1 April 2015 to 31 March 2022.

Salary

'Salary' includes gross salary and any other allowance to the extent that it is subject to UK taxation. This report is based on accrued payments made by CJI and thus recorded in these accounts.

Benefits in kind

The monetary value of benefits in kind covers any benefits provided by the employer and treated by HM Revenue and Customs as a taxable emolument. No benefits in kind were paid during the financial year (2023-24: £Nil).

Fair pay disclosures
(audited information)

Pay ratios

Reporting bodies are required to disclose the relationship between the remuneration of the highest paid director and the lower quartile (25th, percentile), median and upper quartile (75th percentile) staff remuneration of CJI’s workforce.

The banded remuneration of the highest-paid director in CJI in the financial year 2024-25 was £115,000 - £120,000 (2023-24: £115,000 - £120,000). The relationship between the mid-point of this band and the remuneration of the organisation’s workforce is disclosed below:

2024-25	25 th percentile	Median	75 th percentile
Total remuneration (£)*	59,741	61,683	64,122
Pay ratio	1.97:1	1.90:1	1.83:1

2023-24	25 th percentile	Median	75 th percentile
Total remuneration (£)*	53,732	56,126	59,274
Pay ratio	2.19:1	2.09:1	1.98:1

* Total remuneration includes salary, non-consolidated performance related pay and benefits in kind. It does not include severance payments, employer pension contributions and the cash equivalent transfer value of pensions.

For 2024-25 the 25th percentile, median and 75th percentile remuneration values consisted of salary payments and a non-consolidated non-pensionable payment (pro-rated for FTE). For 2023-24, the 25th percentile, median and 75th percentile remuneration values consisted solely of salary payments.

Remuneration ranged from £30,000 - £35,000 to £115,000 - £120,000 (2023-24: £25,000 - £30,000 to £115,000 - £120,000).

Percentage Change in Remuneration

The percentage change in respect of CJI are shown in the following table. It should be noted that the calculation for the highest paid director is based on the mid-point of the band within which their remuneration fell in each year.

Percentage change for:	2024-25 v 2023-24	2023-24 v 2022-23
Average employee salary and allowances	6.44%	3.49%
Highest paid director’s salary and allowances	0.00%	4.44%

There was no increase in the highest paid director’s salary band from the previous financial year. No allowances, performance pay or bonus are payable.

The average salaries of all other employees (other than the highest paid director) in 2024-25 increased by 8.30% from the previous year as a net result of the application of the 2023-24 staff pay award in the 2024-25 financial year. No allowances or performance pay are payable to all other employees (2023-24: £Nil).

Pension entitlements (audited information)

Name	Accrued pension at pension age as at 31/03/25 and related lump sum £'000	Real increase in pension and related lump sum at pension age £'000	CETV at 31/03/25 £'000	CETV at 31/03/24* £'000	Real increase in CETV £'000	Employer contribution to partnership pension account Nearest £100
Ms J Durkin <i>Chief Inspector</i>	60 – 65 plus a lump sum of 165 -170	0 – 2.5 plus a lump sum of 0 – 2.5	1,393	1,357	32	-
Mr J Corrigan <i>Deputy Chief Inspector and Chief Executive</i>	30 – 35	0 – 2.5	677	634	10	-

*The pension benefits of any members affected by the **Public Service Pensions Remedy** which were reported in 2022-23 based on **alpha** membership for the period between 1 April 2015 and 31 March 2022 have been reported since 2023-24 based on PCSPS(NI) membership for the same period.

Northern Ireland Civil Service (NICS) Pension Schemes

Pension benefits are provided through the Northern Ireland Civil Service pension schemes which are administered by Civil Service Pensions (CSP).

The alpha pension scheme was initially introduced for new entrants from 1 April 2015. The alpha scheme and all previous scheme arrangements are unfunded with the cost of benefits met by monies voted each year. The majority of members of the Classic, Premium, Classic Plus and Nuvo pension arrangements (collectively known as the Principal Civil Service Pension Scheme (Northern Ireland) [PCSPS(NI)]) also moved to alpha from that date. Transitional protection measures introduced alongside these reforms meant any members who on 1 April 2012 were within 10 years of their normal pension age remained in their previous scheme arrangement (full protection) and those who

were between 13.5 years and 10 years of their normal pension age were given a choice between moving to alpha on 1 April 2015 or at a later date determined by their age (tapered protection).

McCloud Judgment and 2015 Remedy

In 2018, the Court of Appeal found that the transitional protections put in place back in 2015 that allowed older workers to remain in their original scheme, were discriminatory on the basis of age. As a result, steps have been taken by the Department of Finance to remedy this discrimination.

The Department has now made regulations which remedy the discrimination by:

- ensuring all active members are treated equally for future service as members of the reformed alpha scheme only from 1 April 2022; and

- providing each eligible member with options to have their pension entitlements for the period when the discrimination existed between 1 April 2015 and 31 March 2022 (the Remedy Period) retrospectively calculated under either the current (reformed) scheme rules, or the old (pre-reform) legacy rules which existed before 2015.

This means that all active NICS Pension Scheme members are in the same pension scheme, alpha, from 1 April 2022 onwards, regardless of age. This removes the discrimination going forwards in providing equal pension provision for all scheme members.

The Department is now implementing the second part of the remedy, which addresses the discrimination which was incurred by affected members between 1 April 2015 and 31 March 2022.

Eligible members with relevant service between 1 April 2015 and 31 March 2022 (the Remedy Period) will now be entitled to a choice of alternative pension benefits in relation to that period. i.e. calculated under the pre-reformed PCSPS(NI) 'Classic', 'Premium' or 'Nuvos' rules or alternatively calculated under the reformed alpha rules. As part of this 'retrospective' remedy most active members will now receive a choice about their Remedy Period benefits at the point of retirement. This is known as the Deferred Choice Underpin (DCU). For those members who already have pension benefits in payment in relation to the Remedy Period, they will receive an Immediate Choice. There are a significant number of Immediate Choice Remediable Service Statement (RSS) packs to issue.

This process involves complex calculations to provide members with individually tailored statements. Due to the complexity of the calculations and some prolonged work to finalise policy elements of the remedy, not all Immediate Choice packs will issue by 31 March 2025 as originally planned. The legislation for the 2015 Remedy provides discretion which allows the Scheme Manager to extend beyond this date, so it has become necessary to engage this discretion.

At this stage, allowance has not yet been made within CETVs for this remedy. Further information on the remedy will be included in the NICS pension scheme accounts which, once published, are available at [DoF Annual Reports and Accounts](#).

As part of the remedy involved rolling back all remediable service into the relevant legacy PCSPS(NI) arrangement for the Seven-Year Remedy Period, the value of pension benefits for the 2024-25 pension disclosures for affected members continue to be based on the rolled back position.

Alpha

Alpha is a 'Career Average Revalued Earnings' (CARE) arrangement in which members accrue pension benefits at a percentage rate of annual pensionable earnings throughout the period of scheme membership. The current accrual rate is 2.32%.

From 1 April 2015, all new entrants joining the NICS can choose between membership of alpha or joining a 'money purchase' stakeholder arrangement with a significant employer contribution (Partnership Pension Account).

Information on the PCSPS(NI) – Closed Scheme

Staff in post prior to 30 July 2007 were eligible to be in one of three statutory based 'final salary' legacy defined benefit arrangements (Classic, Premium and Classic Plus). From April 2011, pensions payable under these arrangements have been reviewed annually in line with changes in the cost of living. New entrants who joined on or after 1 October 2002 and before 30 July 2007 will have chosen between membership of Premium or joining the Partnership Pension Account.

New entrants who joined on or after 30 July 2007 were eligible for membership of the legacy PCSPS (NI) Nuvos arrangement or they could have opted for a Partnership Pension Account. Nuvos was also a CARE arrangement in which members accrued pension benefits at a percentage rate of annual pensionable earnings throughout the period of scheme membership. The rate of accrual was 2.3%.

Benefits in Classic accrue at the rate of 1/80th of pensionable salary 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 (but members may give up (commute) some of their pension to provide a lump sum). Classic Plus is essentially a variation of Premium, but with benefits in respect of service before 1 October 2002 calculated broadly as per Classic.

Partnership Pension Account

The Partnership Pension Account is a stakeholder pension arrangement.

The employer makes a basic contribution of between 8% and 14.75% (depending on the age of the member) into a stakeholder pension product chosen by the employee. 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 0.5% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

Annual Benefit Statements

Active members of the pension scheme will receive an Annual Benefit Statement. The accrued pension quoted is the pension the member is entitled to receive when they reach their scheme pension age, or immediately on ceasing to be an active member of the scheme if they are at or over pension age. The normal scheme pension age in alpha is linked to the member's State Pension Age but cannot be before age 65.

The Scheme Pension age is 60 for any pension accrued in the legacy **Classic**, **Premium**, and **Classic Plus** arrangements and 65 for any benefits accrued in **Nuvos**. Further details about the NICS pension schemes can be found at the website [Civil Service Pensions \(NI\)](#).

Pension Increases

All pension benefits are reviewed annually in line with changes in the cost of living. Any applicable increases are applied from April and are determined by the Consumer Prices Index (CPI) figure for the preceding September. The CPI in September 2024 was 1.7% and HM Treasury has announced that public service pensions will be increased accordingly from April 2025.

Employee Contribution Rates

Employee contribution rates for all members for the periods covering 1 April 2024 - 31 March 2025 and 1 April 2025 - 30 June 2025 are as follows⁵:

Annualised Rate of Pensionable Earnings (Salary Bands) 1 April 2024 to 31 March 2025		Annualised Rate of Pensionable Earnings (Salary Bands) 1 April 2025 to 30 June 2025		Contribution rates – All members
From	To	From	To	
£0	£26,302.49	£0	£27,091.99	4.6%
£26,302.50	£59,849.99	£27,092.00	£61,645.99	5.45%
£59,850.00	£160,964.99	£61,646.00	£165,793.99	7.35%
£160,965.00 and above		£165,794.00 and above		8.05%

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 CETV figures, and from 2003-04 the other pension details, include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the NICS pension arrangements.

They also include any additional pension benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost.

CETVs are calculated in accordance with The Occupational Pension Schemes (Transfer Values) Regulations 1996 (as amended).

HM Treasury provides the assumptions for discount rates for calculating CETVs payable from the public service pension schemes. On 27 April 2023, HM Treasury published guidance on the basis for setting the discount rates for calculating cash equivalent transfer values payable by public service pension schemes. In their guidance of 27 April 2023, HM Treasury advised that, with immediate effect, the discount rate adopted for calculating CETVs should be in line with the new SCAPE discount rate of 1.7% above CPI inflation, superseding the previous SCAPE discount rate of 2.4% above CPI inflation. All else being the same, a lower SCAPE discount rate leads to higher CETVs.

⁵ Rates are expected to change mid-year as a result of the outcome of the [consultation on Scheme Yield and Member Contributions](#)

The HM Treasury Guidance of 27 April 2023 can be found at: [Basis for setting the discount rates for calculating cash equivalent transfer values payable by public service pension schemes - GOV.UK](#).

As at the year-end there have been no further changes to the SCAPE discount rate of 1.7% above CPI inflation since the HM Treasury guidance was published.

Real increase in CETV

This reflects the increase in CETV that is 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 (which therefore disregards the effect of any changes in factors).

Compensation for loss of office (audited information)

No compensation on early retirement or for loss of office was paid to members of senior management during 2024-25 (2023-24: £Nil).

STAFF REPORT

Staff costs (audited information)

Permanently employed staff costs comprise:

		2024-25 Total	2023-24 Total
	Note	£	£
Wages and salaries	3	656,786	657,479
Social security costs	3	77,348	76,088
Other pension costs	3	223,008	210,261
Total Net costs		957,142	943,828

Main pension arrangements

The Northern Ireland Civil Service main pension schemes are unfunded multi-employer defined benefit schemes but CJI is unable to identify its share of the underlying assets and liabilities.

The Public Service Pensions Act (Northern Ireland) 2014 provides the legal framework for regular actuarial valuations of the public service pension schemes to measure the costs of the benefits being provided. These valuations inform the future contribution rates to be paid into the schemes by employers every four years following the scheme valuation. The Act also provides for the establishment of an employer cost cap mechanism to ensure that the costs of the pension schemes remain sustainable in future.

The Government Actuary's Department (GAD) is responsible for carrying out scheme valuations. The Actuary reviews employer contributions every four years following the scheme valuation. The 2020 scheme valuation was completed by GAD in October 2023.

The outcome of this valuation was used to set the level of contributions for employers from 1 April 2024 to 31 March 2027.

The Cost Cap Mechanism (CCM) is a measure of scheme costs and determines whether member costs or scheme benefits require adjustment to maintain costs within a set corridor. Reforms were made to the CCM which was applied to the 2020 scheme valuations and included the introduction of a reformed-scheme-only cost control mechanism which assesses just the costs relating to reformed schemes (alpha for the NICS) and introduced an economic check. Prior to the cost control mechanism reforms, legacy scheme (PCSPS(NI)) costs associated with active members were also captured in the mechanism. The reformed-scheme-only design and the economic check were applied to the 2020 scheme valuations for the devolved public sector pension schemes, including the NICS pension scheme. The 2020 scheme valuation outcome was that the core cost cap cost of the scheme lies within the 3% cost cap corridor.

As there is no breach of the cost control mechanism, there is no requirement for the Department of Finance to consult on changes to the scheme. Further information can be found on the Department of Finance website

Northern Ireland Civil Service Pension Scheme Valuations.

For 2024-25, employers' contributions of £226,380 were payable to the NICS pension arrangements at a flat rate of 34.25% of pensionable pay, for all salaries (2023-24: £203,281 at one of three rates in the range 28.7% to 34.2%).

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers' contributions of £Nil (2023-24: £Nil) were paid to one or more of the panel of two appointed stakeholder pension providers. Employer contributions are age-related and range from 8% to 14.75% (2023-24: 8% to 14.75%) of pensionable pay.

The partnership pension account offers the member the opportunity of having a 'free' pension. The employer will pay the age-related contribution and if the member does contribute, the employer will pay an additional amount to match member contributions up to 3% of pensionable earnings.

Employer contributions of £Nil, 0.5% (2023-24: £Nil, 0.5%) of pensionable pay, were payable to the NICS Pension schemes to cover the cost of the future provision of lump sum benefits on death in service and ill health retirement of these employees. Contributions due to the partnership pension providers at the reporting period date were £Nil. Contributions prepaid at that date were £Nil.

No persons (2023-24: Nil persons) retired early on ill-health grounds; the total additional accrued pension liabilities in the year amounted to £Nil (2023-24: £Nil).

Average number of persons employed (audited information)

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

	2024-25	2023-24
	Number	Number
Permanently employed staff		
Senior management	2.00	2.00
Inspectors	5.20	5.40
Administration and Support Staff	2.60	2.60
Total	9.80	10.00

Staff composition

The number of staff employed at 31 March 2025 was as follows:

	Female staff	Male staff	Total staff
	Number	Number	Number
Permanently employed staff			
Senior management*	1	1	2
Inspectors	5	1	6
Administration and Support Staff	3	0	3
Total	9	2	11

* During 2024-25 CJI had two employees who were equivalent to NICS Senior Civil Service grades. They were the Chief Inspector (Grade 3 equivalent) and the Deputy Chief Inspector and Chief Executive (Grade 5 equivalent).

At the start of the 2024-25 financial year, CJI had a complement of eleven permanent staff (9.80 Full Time Equivalent (FTE)). One staff member moved from a full time to a reduced hours working pattern (0.80 FTE) from the start of the financial year.

The Chief Inspector has line management responsibility for the Deputy Chief Inspector, while the Deputy Chief Inspector has line management responsibility for the Inspection staff and Business and Communication Manager. The Business and Communication Manager has line management responsibility for two Business Support staff members.

Sickness absence

In 2024-25 the average level of staff sickness absence stood at 5.23 days per employee (2023-24: 8.25 days). This was primarily due to three periods of long-term sickness absence. When the long-term sickness absence is excluded, the average level of staff sickness absence for 2024-25 stood at 1.45 days (2023-24: 1.16 days) per employee.

Staff turnover

During the 2024-25 financial year CJI had a staff turnover of 0% (2023-24: 0%) based on the number of leavers during the year divided by the average number of staff in post over the period.

Staff Engagement

As employees of CJI are public not civil servants, staff do not participate in the NICS Staff Survey. CJI senior management maintain on-going engagement with staff on a formal and informal basis.

Staff policies - recruitment, training and career development of disabled persons

CJI is an equal opportunities employer that seeks to appoint candidates for roles within the organisation based on merit through fair and open competition. CJI staff who participate in selection/interview panels undertake NICS Recruitment and Selection training, which includes raising awareness of unconscious bias. CJI seeks to ensure equality of opportunity for all staff regardless of gender, age, community background or disability in relation to its employment practices.

Staff appointments within CJI below the role of Chief Inspector (which is aligned with the process for public appointments made by the Minister of Justice), are made on merit on the basis of fair and open competition, reflecting the [**NICS Commissioners Recruitment Code**](#).

CJI reflects the NICS commitment to the employment of disabled people encourages job applications from disabled people, positive action advertising and targeted advertising alongside a programme of outreach. Candidates for employment with CJI who meet the minimum essential eligibility criteria or requirements for the role they have applied will be invited for interview in line with CJI's Recruitment and Selection Policy and Procedure.

Appointments to CJI made based on fair and open competition.

In respect of disabled persons, CJI has access to the NICS annual programme of communications and training on disability awareness and its policies to support inclusive workplaces. CJI's staff policies default to those of the DoJ (its sponsoring Department) and the wider NICS with regard to Section 75 of the Northern Ireland Act 1998, the Disability Discrimination Act 1995 and the maintenance and promotion of a diverse and inclusive workforce. This includes supporting reasonable adjustments to working practices or the working environment if required by disabled persons.

CJI is aware of the NICS review of its reasonable adjustment process for in-work support, and for its recruitment selection and induction processes, which was informed by those with lived experience and external independent advocates and was progressed in

2024, with implementation anticipated during 2025-26 subject to Trade Union consultation and Ministerial approval. CJI will consider the implications for the organisation when the revised policy and approach has been confirmed.

CJI is committed to creating an inclusive workplace where all staff feel valued.

CJI was not required to arrange appropriate training for staff who had become disabled during the reporting period to ensure their continuing employment.

Other employee matters

a) Equality, diversity and inclusion

CJI is committed to creating an inclusive working environment where individual differences are valued and respected, in which each employee can fulfil their potential and maximise their contribution. CJI seeks to provide a harmonious workplace where staff feel included.

Equality is a cornerstone consideration in the development and review of CJI HR policies and its approach to how staff are recruited and appointed, their terms and conditions, how they are managed and developed, assessed, recognised and rewarded. CJI defaults to the NICS policy on [**Equality, Diversity and Inclusion**](#).

CJI continues to meet its statutory obligations under the Fair Employment & Treatment (Northern Ireland) Order 1998, which includes submission of an annual Fair Employment Monitoring Return and Article 55 Reviews to the Equality Commission for Northern Ireland, both of which assess the composition of the CJI workforce and the composition of applicants and appointees.

CJI uses the findings of its equality monitoring activity to monitor and inform activity to address any areas of under-representation should it be required.

Information on the gender profile of CJI's workforce can be found within the Staff Composition information contained in this and previous Annual Reports. CJI takes account of the findings of all available equality monitoring and analysis to inform its recruitment activity to attract as diverse a pool of potential candidates as possible.

As a designated public authority, CJI has due regard to the need to promote equality of opportunity and the desirability of promoting good relations across a range of categories outlined in Section 75 of the Northern Ireland Act 1998 in carrying out its functions. Further information on CJI's [equality scheme and reports](#) can be found online. Information on work carried out by CJI in-year to promote equality, diversity and good relations can be found in the Performance Analysis section of this report.

b) Health and safety

CJI undertakes to comply fully with the requirements of the Health and Safety at Work (Northern Ireland) Order 1978 and all other relevant statutory provisions.

CJI will, as far as reasonably practicable, provide and maintain a safe place of work, maintain safe systems of work, and provide working conditions that will ensure a healthy and safe working environment. The health, safety and welfare of all personnel and all others affected by the conduct of their undertakings will be ensured as far as is reasonably practicable. CJI has in place a Health and Safety Policy which reflects this aim and its responsibilities as an employer.

c) Staff support and wellbeing

The health and wellbeing of CJI staff members is of paramount concern. It was a feature of the 'People' targets of the CJI Business Plan 2024-25. 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. CJI staff have access to the NICS Welfare Support Service, Employee Assistance Programme and Occupational Health Service. Senior management recognise the importance of staff wellbeing and have sought to further develop team-working and engagement during 2024-25 through bi-monthly informal General Team Meetings.

Two CJI staff teams participated in the Belfast City Marathon Relay in May 2024, raising over £3,800 in support of the organisation's chosen charity partner Sarcoidosis UK. CJI chose to fundraise for this charity and raise awareness of this lesser-known condition in memory of Alan McVeigh, husband of CJI's Business and Communication Manager, Meloney McVeigh.

d) Learning and development

CJI recognises the importance of having skilled and engaged employees and is committed to supporting the continued learning and development of staff.

Skilled and engaged staff are an essential resource in terms of meeting the Inspectorate's current and future business needs and the achievement of its corporate objectives. We continue to invest and support learning and development opportunities.

CJI sees learning and development as a collaborative process involving individual staff members and line managers which is linked to the Performance Management system. Training and development are delivered using a variety of learning delivery channels (including online webinars, in-person and virtual classrooms), providing flexible access to learning. Learning is aligned with the corporate needs and professional development of our staff team.

CJI staff use the NICS **LInKS** e-learning platform for mandatory training courses and can access wider training and development opportunities on offer and further resources including the Leadership Toolkit on LInKS to support their professional development and personal wellbeing. CJI is also a participant in the Interchange Scheme which provides secondment/development opportunities for staff working within the public sector.

Senior management and members of the Inspection Team in CJI are also members of the Chief Executives' Forum which provides opportunities to attend virtual events, seminars and training events organised by the Forum throughout the year. In October 2024 two Inspectors attended a Chief Executive's Forum symposium on Ending Violence against Women and Girls while in January 2025 two Inspectors attended a Forensic Management Care Network event looking at violent extremism.

Speakers were invited to attend the CJI General Staff Meeting every two months to further opportunities for informal learning and knowledge during Quarter 4 of the financial year.

During 2024-25 CJI's Digital Communications and Business Support Officer successfully completed a BE OCN NI Level 4 Award in Social Media and Digital Marketing; ISO 9001:2015 Internal Auditor (QMS) training and a Visio Advanced skills course.

CJI's senior leadership have signalled their intent to enhance the focus on organisational learning, training and development for all staff during planning discussions for the 2025-26 business year.

Expenditure on consultancy and temporary staff

Expenditure in relation to consultancy which supports the achievement of the Inspection Programme was £210,522 in 2024-25 (2023-24: £69,148). No expenditure was incurred in relation to temporary staff in 2024-25 (2023-24: Nil).

Off-payroll engagements

CJI had 'off-payroll' engagements in the form of two Associate Inspectors as Expert Support for fieldwork including file reviews of Inspection of Child Criminal Exploitation and the Follow-Up Review of Child Sexual Exploitation (CJI 2024-25 Inspection Programme). The total spend in 2024-25 for this engagement was £2,038.

Contracted out services such as the use of AccountNI managed by the Department of Finance, also falls under this category.

Exit packages (audited information)

There were no exit packages agreed or in place within CJI during 2024-25 or 2023-24.

ASSEMBLY ACCOUNTABILITY AND AUDIT REPORT

REGULARITY OF EXPENDITURE

Losses and special payments (audited information)

There were no losses or special payments in 2024-25 (2023-24: £Nil).

Remote contingent liabilities (audited information)

In addition to contingent liabilities reported within the meaning of International Accounting Standard (IAS) 37 Provisions, Contingent Liabilities and Contingent Assets, CJI is required to report liabilities for which the likelihood of economic benefit in settlement is too remote to meet the definition of a contingent liability. CJI has no such liabilities (2023-24: £Nil). Note 11 provides further details regarding the contingent liabilities that are included within the financial statements.

Accountability Report



James Corrigan
Chief Executive and Accounting Officer

24 June 2025

CERTIFICATE AND REPORT OF THE COMPTROLLER AND AUDITOR GENERAL FOR NORTHERN IRELAND TO THE NORTHERN IRELAND ASSEMBLY

Opinion on financial statements

I certify that I have audited the financial statements of Criminal Justice Inspection Northern Ireland for the year ended 31 March 2025 under the Justice (Northern Ireland) Act 2002 as amended by the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010. The financial statements comprise: the Statements of Comprehensive Net Expenditure, Financial Position, Cash Flows, Changes in Taxpayers' Equity; and the related notes, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and UK adopted international accounting standards. I have also audited the information in the Accountability Report that is described in that report as having been audited.

In my opinion the financial statements:

- give a true and fair view of the state of Criminal Justice Inspection Northern Ireland's affairs as at 31 March 2025 and of Criminal Justice Inspection Northern Ireland's net expenditure for the year then ended; and
- 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 and Department of Justice directions issued thereunder.

Opinion on regularity

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

Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (ISAs) (UK), applicable law and Practice Note 10 'Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom'. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my certificate.

My staff and I are independent of Criminal Justice Inspection Northern Ireland in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK, including the Financial Reporting Council's Ethical Standard, and have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my opinions.

Conclusions relating to going concern

In auditing the financial statements, I have concluded that Criminal Justice Inspection Northern Ireland's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Criminal Justice Inspection Northern Ireland's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

The going concern basis of accounting for Criminal Justice Inspection Northern Ireland is adopted in consideration of the requirements set out in the Government Financial Reporting Manual, which require entities to adopt the going concern basis of accounting in the preparation of the financial statements where it anticipated that the services which they provide will continue into the future.

My responsibilities and the responsibilities of the Accounting Officer with respect to going concern are described in the relevant sections of this certificate.

Other Information

The other information comprises the information included in the Annual Report other than the financial statements, the parts of the Accountability Report described in that report as having been audited, and my audit certificate and report. The Accounting Officer is responsible for the other information included in the annual report. My opinion on the financial statements does not cover the other information and except to the extent otherwise explicitly stated in my certificate I do not express any form of assurance conclusion thereon.

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

Opinion on other matters

In my opinion, based on the work undertaken in the course of the audit:

- the parts of the Accountability Report to be audited have been properly prepared in accordance with Department of Justice directions made under the Justice (Northern Ireland) Act 2002 as amended by the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010; and
- the information given in the Performance Report and Accountability Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I report by exception

In the light of the knowledge and understanding of Criminal Justice Inspection Northern Ireland and its environment obtained in the course of the audit, I have not identified material misstatements in the Performance Report and Accountability Report.

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 parts of the Accountability Report to be audited are not in agreement with the accounting records; or
- certain disclosures of remuneration specified by the Government Financial Reporting Manual are not made; or
- I have not received all of the information and explanations I require for my audit; or
- the Governance Statement does not reflect compliance with the Department of Finance's guidance.

Responsibilities of the Chief Inspector of Criminal Justice and Chief Executive and Accounting Officer for the financial statements

As explained more fully in the Statement of Chief Inspector of Criminal Justice and Chief Executive and Accounting Officer's Responsibilities, the Chief Inspector and Accounting Officer are responsible for:

- the preparation of the financial statements in accordance with the applicable financial reporting framework and for being satisfied that they give a true and fair view;
- ensuring such internal controls are in place as deemed necessary to enable the preparation of financial statements to be free from material misstatement, whether due to fraud or error;
- ensuring the annual report, which includes the Remuneration and Staff Report is prepared in accordance with the applicable financial reporting framework; and

- assessing Criminal Justice Inspection Northern Ireland's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Accounting Officer anticipates that the services provided by Criminal Justice Inspection Northern Ireland will not continue to be provided in the future.

Auditor's responsibilities for the audit of the financial statements

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.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue a certificate that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulations, including fraud.

My procedures included:

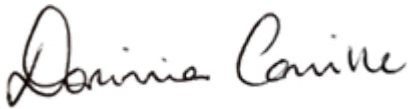
- obtaining an understanding of the legal and regulatory framework applicable to Criminal Justice Inspection Northern Ireland through discussion with management and application of extensive public sector accountability knowledge. The key laws and regulations I considered included the Justice (Northern Ireland) Act 2002 as amended by the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010;
- making enquires of management and those charged with governance on Criminal Justice Inspection Northern Ireland's compliance with laws and regulations;
- making enquiries of internal audit, management and those charged with governance as to susceptibility to irregularity and fraud, their assessment of the risk of material misstatement due to fraud and irregularity, and their knowledge of actual, suspected and alleged fraud and irregularity;
- completing risk assessment procedures to assess the susceptibility of Criminal Justice Inspection Northern Ireland's financial statements to material misstatement, including how fraud might occur. This included, but was not limited to, an engagement director led engagement team discussion on fraud to identify particular areas, transaction streams and business practices that may be susceptible to material misstatement due to fraud. As part of this discussion, I identified potential for fraud in the posting of unusual journals;
- engagement director oversight to ensure the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with the applicable legal and regulatory framework throughout the audit;
- documenting and evaluating the design and implementation of internal controls in place to mitigate risk of material misstatement due to fraud and non-compliance with laws and regulations;
- designing audit procedures to address specific laws and regulations which the engagement team considered to have a direct material effect on the financial statements in terms of misstatement and irregularity, including fraud. These audit procedures included, but were not limited to, reading board and committee minutes, and agreeing financial statement disclosures to underlying supporting documentation and approvals as appropriate; and
- addressing the risk of fraud as a result of management override of controls by:
 - performing analytical procedures to identify unusual or unexpected relationships or movements;
 - testing journal entries to identify potential anomalies, and inappropriate or unauthorised adjustments;
 - assessing whether judgements and other assumptions made in determining accounting estimates were indicative of potential bias; and
 - investigating significant or unusual transactions made outside of the normal course of business.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website www.frc.org.uk/auditorsresponsibilities. This description forms part of my certificate.

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

Report

I have no observations to make on these financial statements.



Dorinnia Carville
Comptroller and Auditor General

Northern Ireland Audit Office
106 University Street
BELFAST
BT7 1EU

27 June 2025

FINANCIAL STATEMENTS

STATEMENT OF COMPREHENSIVE NET EXPENDITURE FOR THE YEAR ENDED 31 MARCH 2025

This account summarises the expenditure and income generated and consumed on an accruals basis. It also includes other comprehensive income and expenditure, which include changes to the values of non-current assets and other financial instruments that cannot yet be recognised as income or expenditure.

		2024-25	2023-24
	Note	£	£
Other operating income	4	(150)	(171)
Total operating income		(150)	(171)
Staff costs	3	957,142	943,828
Purchase of goods and services	3	436,656	264,880
Depreciation and impairment charges	3	2,951	5,035
Total operating expenditure		1,396,749	1,213,743
Net operating expenditure		1,396,599	1,213,572
Finance expense		1	2
Net expenditure for the year		1,396,600	1,213,574
Other comprehensive net expenditure			
Items that will not be reclassified to net operating expenditure:			
Net (gain) on revaluation of property, plant and equipment	5	(359)	(149)
Net (gain) on revaluation of intangible assets	6	-	(1)
Comprehensive net expenditure for the year		1,396,241	1,213,424

The notes on pages 90 to 104 form part of these accounts.

STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2025

This statement presents the financial position of CJI. It comprises three main components: assets owned or controlled; liabilities owed to other bodies; and equity, the remaining value of the entity.

		2025	2024
	Note	£	£
Non-current assets:			
Property, plant and equipment	5	12,197	8,337
Intangible assets	6	3,415	14
Total non-current assets		15,612	8,351
Current assets:			
Trade and other receivables	9	2,950	7,382
Cash and cash equivalents	8	28	51
Total current assets		2,978	7,433
Total assets		18,590	15,784
Current liabilities			
Trade and other payables	10	(356,326)	(232,279)
Total current liabilities		(356,326)	(232,279)
Total assets less total liabilities		(337,736)	(216,495)
Taxpayers' equity and other reserves			
General Fund		(338,571)	(217,095)
Revaluation Reserve		835	600
Total equity		(337,736)	(216,495)

The financial statements on pages 86 to 89 were approved by the Audit and Risk Assurance Committee on 5 June 2025 and were signed on its behalf by:



James Corrigan
Chief Executive and Accounting Officer

24 June 2025

The notes on pages 90 to 104 form part of these accounts.

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2025

The Statement of Cash Flows shows the changes in cash and cash equivalents of CJI during the reporting period. The statement shows how CJI generates and uses cash and cash equivalents by classifying cash flows as operating, investing and financing activities. The amount of net cash flows arising from operating activities is a key indicator of service costs and the extent to which these operations are funded by way of income from the recipients of services provided by CJI. Investing activities represent the extent to which cash inflows and outflows have been made for resources which are intended to contribute to CJI's future public service delivery.

		2024-25	2023-24
	Note	£	£
Cash flows from operating activities			
Net expenditure for the year		(1,396,600)	(1,213,574)
Adjustments for non-cash transactions	3	2,956	5,199
Increase/(decrease) in trade and other payables	10	120,693	28,095
(Increase)/decrease in trade and other receivables	9	4,432	(1,655)
Net cash outflow from operating activities		(1,268,519)	(1,181,935)
Cash flows from investing activities			
Purchase of property, plant and equipment	5	(7,065)	(3,211)
Purchase of intangible assets	6	(3,416)	-
Net cash inflow/(outflow) from investing activities		(10,481)	(3,211)
Cash flows from financing activities			
Grants from sponsoring Department		1,275,000	1,185,000
Net financing		1,275,000	1,185,000
Net increase/(decrease) in cash and cash equivalents in the period		(4,000)	(146)
Cash and cash equivalents at the beginning of the period	8	(444)	(298)
Cash and cash equivalents at the end of the period	8	(4,444)	(444)

The notes on pages 90 to 104 form part of these accounts.

STATEMENT OF CHANGES IN TAXPAYERS' EQUITY FOR YEAR ENDED 31 MARCH 2025

This statement shows the movement in the year on the different reserves held by CJI, analysed into 'general fund reserves' (that is, those reserves that reflect a contribution from the Consolidated Fund). The Revaluation Reserve reflects the change in asset values that have not been recognised as income or expenditure. The General Fund represents the total assets less liabilities of CJI, to the extent that the total is not represented by other reserves and financing items.

	General Fund	Revaluation Reserve	Taxpayers' Equity
	£	£	£
Balance at 31 March 2023	(189,028)	957	(188,071)
Grants from sponsoring Department	1,185,000	-	1,185,000
Comprehensive net expenditure for the year	(1,213,574)	150	(1,213,424)
Other reserves movements including transfers	507	(507)	-
Balance at 31 March 2024	(217,095)	600	(216,495)
Grants from sponsoring Department	1,275,000	-	1,275,000
Comprehensive net expenditure for the year	(1,396,600)	359	(1,396,241)
Other reserves movements including transfers	124	(124)	-
Balance at 31 March 2025	(338,571)	835	(337,736)

The notes on pages 90 to 104 form part of these accounts.

NOTES TO THE ACCOUNTS

1. STATEMENT OF ACCOUNTING POLICIES

Accounting policies

These financial statements have been prepared in accordance with the 2024-25 Government 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 pound sterling, which is CJI's functional and presentational currency. Unless otherwise noted, the amounts shown in these financial statements are in pound sterling (£).

b) Pensions

Past and present employees are covered by the provisions of the NICS pension arrangements 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 NICS pension arrangements of amounts calculated on an accruing basis. Liability for payment of future benefits is a charge on the NICS pension arrangements. In respect of the defined contribution elements of the schemes, the organisation recognises the contributions payable for the year.

c) Staff costs

Under IAS 19, 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) Leases

IFRS 16 Leases has been implemented from 1 April 2022. It largely removes the distinction between operating and finance leases and introduces a single lease accounting model. A lessee is required to recognise ('right-of-use') assets and liabilities for all leases (apart from the exemptions listed below).

At inception of a contract, CJI assesses whether a contract is, or contains, a lease. A contract is, or contains a lease if the contract conveys the right to control the use of an identified asset for a period of time. To assess whether a contract conveys the right to control the use of an identified asset, CJI assesses whether:

- the contract involves the use of an identified asset;
- CJI has the right to obtain substantially all of the economic benefit from the use of the asset throughout the period of use; and
- CJI has the right to direct how and for what purpose the asset is used for.

CJI did not hold any leases on or after 1 April 2024.

e) Grant-in-aid

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

f) 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.

CJI uses Producer Price Indices published by the Office for National Statistics (ONS) in order to apply indexation to the value of non-property assets at year-end. In line with previous years, the December indices have been applied in 2024-25. Ordinarily, an assessment is carried out after the year-end, following the publication of the March indices by ONS, to ascertain that the impact of the movement in the indices between December and March is immaterial. However, in March 2025, ONS issued a statement indicating that they had identified a problem with the chain-linking methods used to calculate these indices, affecting the years from 2008 onwards, and that they would consequently be pausing publication of

Producer Price Index data while the issue is rectified. At the time these accounts are being prepared, it has not been possible to ascertain the potential impact of this issue. However, given the value of the non-property assets potentially affected, CJI does not expect an adjustment to indexation to have a material impact on the 2024-25 accounts. It is anticipated that ONS will recommence publication of the Producer Price Indices at some point during the 2025-26 financial year and the indexation of non-property assets will be brought up to date in the 2025-26 accounts. (Please note this also applies to part (i) referencing intangible assets).

g) Depreciation

Depreciation is provided on property, plant and equipment on a straight-line basis to write off the cost or revaluation less any residual value evenly over the asset’s anticipated life as follows:

Refurbishment Costs	-	10 years;
Information Technology	-	3 to 10 years; and
Office Equipment, Furniture & Fittings	-	up to 15 years.

A further adjustment is made for any backlog depreciation arising from the requirement to value assets by reference to current costs and from this, the backlog depreciation is posted to the revaluation reserve.

h) Realised element of depreciation from Revaluation Reserve

Depreciation is charged to expenditure on the revalued amount of property, plant and equipment and intangibles. An element of depreciation therefore arises due to the increase in valuation and is in excess of the depreciation that would be charged on the historical cost of assets. The amount relating to this excess is a realised gain on disposal and is transferred from the Revaluation Reserve to the General Fund.

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 Statement of Comprehensive Net Expenditure.

Software licences are amortised over the shorter of the term of the licence and the useful economic life.

j) Contingent liabilities

In accordance with IAS 37 Provisions, Contingent Liabilities and Contingent Assets, CJI discloses as contingent liabilities, potential future obligations arising from past obligating events where the existence of such obligations remain uncertain pending the outcome of future events outside CJI's control, unless their likelihood is considered to be remote. Where the time value of money is material, contingent liabilities which are required to be disclosed under IAS 37 are stated at discounted amounts.

k) Value added tax

CJI is not eligible to register for value added tax (VAT) and all costs are shown inclusive of VAT.

l) Corporation tax

As an Executive Non-Departmental Public Body (NDPB), CJI falls within the scope of Corporation Tax provision in respect of trading profits. Activities have been appropriately assessed and are not considered to be trading and therefore are not subject to Corporation Tax.

m) Revaluation Reserve

The Revaluation Reserve reflects the unrealised balance of the cumulative indexation revaluation adjustments to non-current assets.

n) Financial instruments**i) 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.

o) Financial assets**ii) 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.

iii) 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.

p) Critical accounting estimates and key judgements

The preparation of financial statements in conformity with IFRS requires the use of accounting estimates and assumptions. It also requires management to exercise its judgment in the process of applying the Office’s accounting policies. CJI continually evaluates its estimates, assumptions and judgments based on available information and experience. As the use of estimates is inherent in financial reporting, actual results could differ from these estimates. The estimates and assumptions applied to these financial statements have been evaluated and are considered to carry no significant risk of causing material adjustment to the carrying amount of the assets and liabilities.

q) Accounting standards, amendments, interpretations or other updates that were issued and effective for the 2024-25 financial year:

CJI has considered those new Standards, interpretations and amendments to existing Standards which have been published and may be applicable for CJI’s accounting periods beginning on or after 1 April 2024 or later periods. CJI considers that these are either not relevant or material to its operations.

r) Accounting standards, interpretations and amendments to published Standards not yet effective

CJI has considered those new Standards, interpretations and amendments to existing Standards which have been published but are not yet effective, nor adopted early for these Accounts. Other than as outlined below, CJI considers that these are either not relevant or material to its operations

Standard	IFRS 18 Presentation and Disclosure in Financial Statements
Effective date	January 2027
FReM application	Not before 2027-28
Description of revision	IFRS 18 Presentation and Disclosure in Financial Statements was issued in April 2024, replacing IAS 1 Presentation of Financial Statements, and is effective for accounting periods beginning on or after 1 January 2027.
Comments	IFRS 18 will be implemented, as interpreted and adapted for the public sector if required, from a future date (not before 2027-28) that will be determined by the UK Financial Reporting Advisory Board in conjunction with HM Treasury following analysis of this new standard.

Standard	IAS 16/IAS 38 Non-investment asset valuations
Effective date	1 April 2025
FReM application	2025-26
Description of revision	<p>In December 2023 Treasury released an exposure draft on potential changes to make to valuing and accounting for non-investment assets (e.g. PPE, intangible assets). The following changes to the valuation and accounting of non-investment assets is to be included in the 2025-26 FReM for mandatory implementation: References to assets being held for their 'service potential' and the terms 'specialised/non-specialised' assets are being removed from the FReM. Non-investment assets are instead described as assets held for their 'operational capacity'. This change has no impact on the valuation basis of non-investment assets, which remains Existing Use Value (EUV). An adaptation to IAS 16 will be introduced to withdraw the requirement to revalue an asset where its fair value materially differs from its carrying value. Assets are now valued using the one of the following processes:</p> <ul style="list-style-type: none"> • A quinquennial revaluation supplemented by annual indexation. • A rolling programme of valuations over a 5-year cycle, with annual indexation applied to assets during the 4 intervening years. • For non-property assets only, appropriate indices. • In rare circumstances where an index is not available, a quinquennial revaluation supplemented by a desktop revaluation in year 3. The option to measure intangible assets using the revaluation model is withdrawn. The carrying values of intangible assets at 31 March 2025 will be considered the historical cost at 1 April 2025.
Comments	HM Treasury have finalised and published application guidance for preparers and valuers on the changes to FReM. These changes flow from HM Treasury's Thematic Review of non-investment asset valuations for financial reporting and a previous Consultation Paper published on this area and are effective from 1 April 2025.

Standard	IFRS 17 Insurance Contracts
Effective date	1 April 2025
FReM application	2025-26
Description of revision	<p>IFRS 17: Insurance Contracts replaces IFRS 4: Insurance Contracts and is to be included in the FReM for mandatory implementation from 2025-26. It establishes the principles for the recognition, measurement, presentation and disclosure of insurance contracts within the scope of this Standard. IFRS 17 requires insurance contracts, including reinsurance contracts, to be recognised on the statement of financial position as the total of the fulfilment cashflows and the contractual service margin (CSM). FD (DoF) 01/25 - Annex A 24 The fulfilment cashflows consist of the present value of future cash flows calculated using best estimate assumptions with an explicit risk adjustment for non-financial risk. The risk adjustment is released to the SoCNE as risk expires. The CSM is the unearned profit on insurance contracts and is released to the SoCNE over the insurance contract period as insurance services are provided. Where an insurance contract is onerous, it will have no CSM and the onerous element of the insurance contract will be recognised immediately in the SoCNE.</p>
Comments	Not applicable to CJI- IFRS 17 applies to bodies that issue insurance contracts.

Standard	Annual improvements to IFRS accounting standards - IFRS 1 and IAS 7
Effective date	1 January 2026 (UKEB endorsed)
FReM application	To be covered in subsequent review
Description of revision	Annual improvements are limited to changes that either clarify the wording in an IFRS Accounting Standard or correct relatively minor unintended consequences or oversights in the Accounting Standards. The amendments are not likely to lead to a significant change in accounting practice.
Comments	Other amendments to standards such as IFRS 7, 9 and 10 are not applicable to CJI.

s) Financial reporting - future developments

CJI has considered the accounting initiatives identified by HM Treasury and Department of Finance covering potential changes and projects where standards, amendments or interpretations are in development. CJI considers that these changes are either not relevant or material to its operations.

2. STATEMENT OF OPERATING EXPENDITURE BY OPERATING SEGMENT

In the opinion of the Management Team, 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 DoJ through Grant-in-aid and all services undertaken are within Northern Ireland. All non-current assets are located in Northern Ireland.

3. EXPENDITURE

		2024-25	2023-24
	Note	£	£
Staff costs*:			
Wages and salaries		656,786	657,479
Social security costs		77,348	76,088
Other pension costs		223,008	210,261
		957,142	943,828
Purchase of goods and services:			
Cash items:			
Accommodation costs, maintenance and utilities		31,847	32,733
IT, communications and office services		51,678	26,246
Consumables, equipment and transport costs		18	129
Contracted out and managed services		99,447	98,606
Professional and consultancy costs		219,852	71,966
Staff related costs		14,720	16,785
Auditors' remuneration		18,250	17,900
Other expenditure		839	351
		436,651	264,716
Non-cash items:			
Loss on disposal of property, plant and equipment		5	164
		436,656	264,880
Depreciation and impairment charges:			
Depreciation	5	2,932	4,375
Amortisation	6	10	568
Net (gain)/loss on revaluation		9	92
		2,951	5,035
Finance expense:			
Interest payable and similar charges		1	2
Total		1,396,750	1,213,745

* Further analysis of staff costs is located in the Staff Report within the Accountability Report.

4. INCOME

	2024-25	2023-24
	£	£
Other non-trading income	150	171
Other operating income	150	171

5. PROPERTY, PLANT AND EQUIPMENT

2024-25	Refurbishment Costs	Office Equipment, Furniture and Fittings	Information Technology	Total
	£	£	£	£
Cost or valuation				
At 1 April 2024	18,805	34,494	11,008	64,307
Additions	-	4,920	1,522	6,442
Disposals	-	-	-	-
Revaluation released to SOCNE	-	40	(56)	(16)
Revaluations	-	730	2	732
At 31 March 2025	18,805	40,184	12,476	71,465
Depreciation				
At 1 April 2024	18,583	28,674	8,713	55,970
Charged in-year	143	1,100	1,689	2,932
Disposals	-	-	-	-
Revaluation released to SOCNE	-	14	(21)	(7)
Revaluations	-	366	7	373
At 31 March 2025	18,726	30,154	10,388	59,268
Carrying amount at 31 March 2025	79	10,030	2,088	12,197
Carrying amount at 31 March 2024	222	5,820	2,295	8,337

There is no outstanding finance on the above assets.

5. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

2023-24	Refurbishment Costs	Office Equipment, Furniture and Fittings	Information Technology	Total
	£	£	£	£
Cost or valuation				
At 1 April 2023	18,805	32,684	11,776	63,265
Additions	-	1,520	900	2,420
Disposals	-	-	(1,499)	(1,499)
Revaluation released to SOCNE	-	(54)	(55)	(109)
Revaluations	-	344	(114)	230
At 31 March 2024	18,805	34,494	11,008	64,307
Depreciation				
At 1 April 2023	17,918	27,622	7,326	52,866
Charged in-year	665	924	2,786	4,375
Disposals	-	-	(1,335)	(1,335)
Revaluation released to SOCNE	-	(6)	(11)	(17)
Revaluations	-	134	(53)	81
At 31 March 2024	18,583	28,674	8,713	55,970
Carrying amount at 31 March 2024	222	5,820	2,295	8,337
Carrying amount at 31 March 2023	887	5,062	4,450	10,399

There is no outstanding finance on the above assets.

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.

6. INTANGIBLE ASSETS

2024-25	Software licences	Website	Total
	£	£	£
Cost or valuation			
At 1 April 2024	3,152	4,164	7,316
Additions	3,416	-	3,416
Disposals	(3,151)	-	(3,151)
Revaluations	-	-	-
At 31 March 2025	3,417	4,164	7,581
Amortisation			
At 1 April 2024	3,138	4,164	7,302
Charged in-year	10	-	10
Disposals	(3,146)	-	(3,146)
Revaluations	-	-	-
At 31 March 2025	2	4,164	4,166
Carrying amount at 31 March 2025	3,415	-	3,415
Carrying amount at 31 March 2024	14	-	14

There is no outstanding finance on the above assets.

6. INTANGIBLE ASSETS (CONTINUED)

2023-24	Software licences	Website	Total
	£	£	£
Cost or valuation			
At 1 April 2023	3,018	4,164	7,182
Additions	-	-	-
Disposals	-	-	-
Revaluations	134	-	134
At 31 March 2024	3,152	4,164	7,316
Amortisation			
At 1 April 2023	2,821	3,780	6,601
Charged in-year	184	384	568
Disposals	-	-	-
Revaluations	133	-	133
At 31 March 2024	3,138	4,164	7,302
Carrying amount at 31 March 2024	14	-	14
Carrying amount at 31 March 2023	197	384	581

Intangible assets comprise software licenses and the associated implementation costs of purchase. There is no outstanding finance on the above assets.

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.

7. FINANCIAL INSTRUMENTS

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

8. CASH AND CASH EQUIVALENTS

	2024-25	2023-24
	£	£
Balance at 1 April	(444)	(298)
Net change in cash and cash equivalent balances	(4,000)	(146)
Balance at 31 March	(4,444)	(444)
The following balances at 31 March were held at:		
NI banking pool	(4,472)	(495)
Cash in hand	28	51
Balance at 31 March	(4,444)	(444)

Balances for Cash and cash equivalents are disclosed in the Statement of Financial Position as follows:

		2024-25	2023-24
	Note	£	£
Current assets		28	51
Current liabilities	10	(4,472)	(495)
Total		(4,444)	(444)

9. TRADE RECEIVABLES, FINANCIAL AND OTHER ASSETS

	2024-25	2023-24
	£	£
Amounts falling due within one year		
Prepayments	2,895	7,380
Other receivables	55	2
Total	2,950	7,382

10. TRADE PAYABLES, FINANCIAL AND OTHER LIABILITIES

	Note	2024-25 £	2023-24 £
Amounts falling due within one year			
Bank overdraft	8	4,472	495
Trade payables		155	-
Other payables		79,376	75,169
Accruals		272,323	156,615
Total		356,326	232,279

11. CONTINGENT LIABILITIES DISCLOSED UNDER IAS 37

CJI has the following contingent liabilities with settlement dates unknown in all cases:

Public Sector Pensions - Injury to Feelings (McCloud) Claims

The Department of Finance (DoF) is a named Respondent in a class action affecting employers across the public sector and is managing claims on behalf of the NICS Departments. This is an extremely complex case with potential implications for the NICS and wider public sector. However, given the complexities, the cases are still at an early stage of proceedings and until there is further clarity on potential scope and impact, a reliable estimate of liability cannot be provided.

Holiday pay

The Court of Appeal judgment from 17 June 2019 (PSNI v Agnew) determined that claims for Holiday Pay shortfall can extend back as far 1998. However, the PSNI appealed the Court of Appeal judgment to the Supreme Court. The hearing was held in December 2022 and the judgment was delivered on 4 October 2023. The 2024-25 Holiday Pay provision has been estimated by HR and covers the period from November 1998 to 31 March 2020. There are still some significant elements of uncertainty around this estimate for a number of reasons:

1. Lack of accessible data for years previous to 2011; and
2. Ongoing negotiations with Trade Union and their legal representatives.

There were no other contingent liabilities at 31 March 2025.

12. RELATED PARTY TRANSACTIONS

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

In addition, CJI has had various transactions with other Northern Ireland, UK Central Government Departments and with HM Inspectorate of Prisons, HM Inspectorate of Constabulary and Fire & Rescue Services and HM Inspectorate of Probation.

No Senior Management Team (Board) member, key manager or other related party has undertaken any material transactions with CJI during the year ended 31 March 2025.

13. EVENTS AFTER THE REPORTING PERIOD

The increase in the rate of employer National Insurance Contributions (NICs) from 13.8% to 15% on 6 April 2025 is a relevant event after the end of the reporting period for 2024-25, and therefore the accounting treatment has been considered for CJI in line with IAS10. Since the increase in the rate of NICs is not reflective of a condition that existed as at 31 March 2025, but simply a post year-end tax increase, it should be regarded as a non-adjusting event after the reporting period. However, the impact of the post year-end increase in employer NICs is immaterial to CJI.

Date of authorisation for issue

The Accounting Officer authorised these financial statements for issue on 27 June 2025.

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