

Criminal Justice Inspection
Northern Ireland

a better justice system for all



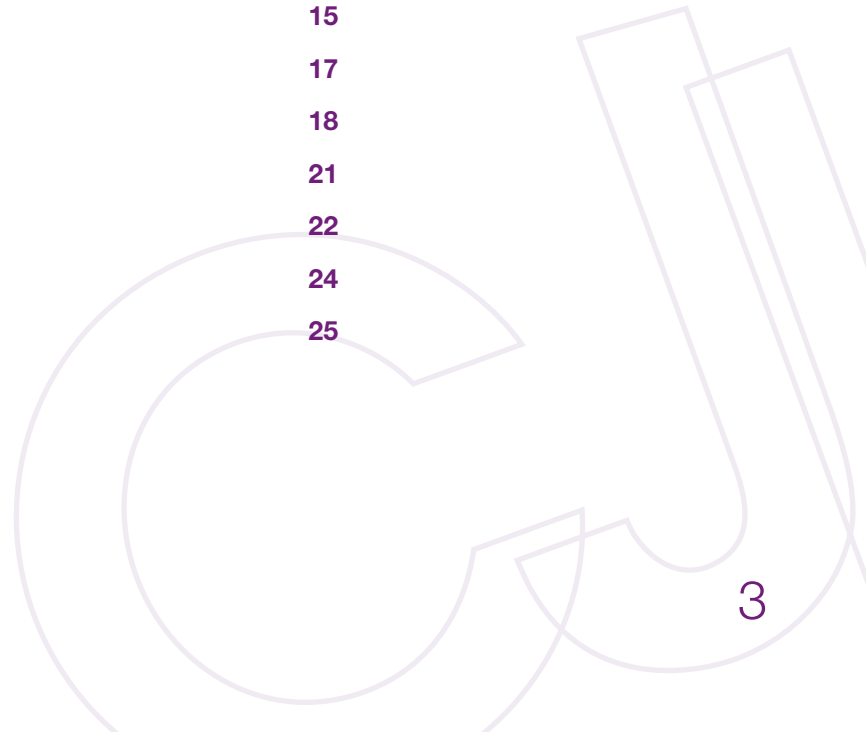
Business Plan 2016-17
Corporate Plan 2016-19



Business Plan 2016-17

Corporate Plan 2016-19

Foreword by the Chief Inspector of Criminal Justice	4
The Government's aim for the Criminal Justice System	6
The remit and work of CJI	8
Organisational vision and values	10
Strategic objectives for the corporate planning period	13
Inspection programme for the corporate planning period	15
Business aims of CJI	17
Objectives and targets for 2016-17	18
Inspection Programme 2016-17	21
Resources and delivery	22
Engagement with other Inspectorates	24
Corporate governance and risk management within CJI	25



Foreword by the Chief Inspector of Criminal Justice

I am pleased to present the Criminal Justice Inspection Northern Ireland (CJI) Business Plan for 2016-17 and Corporate Plan for 2016-19. Following the publication of the draft five-year Programme for Government 2016-21 (PfG) and the Minister's key priorities, I am now in a position to outline how CJI will support these aims.

The Business Plan and the Inspection programme for the Corporate Planning Period have been the subject of widespread consultation. This has involved the heads of the different justice organisations, politicians, the judiciary, the voluntary and community sector and oversight bodies working in the criminal justice system as well as the Minister of Justice, Department of Justice officials and the Attorney General for Northern Ireland. These consultation meetings gave me clear feedback on the work of the Inspectorate and provided a valuable contribution to the development of the CJI inspection programme. As we are an independent body, the final decision concerning the inspection programme has been my own.

The consultation process has been beneficial in highlighting some of the key challenges facing the justice system over the next three years. Reducing budgets, fewer staff and a focus on outcomes are encouraging all criminal justice agencies including my own, to find effective and creative solutions so that our services continue to meet the needs of the public. We have reached the stage where continuing to do the same with less is not an option. I have taken a risk based approach to the development of the inspection agenda and will continue to focus on the opportunities for collaboration across agencies and other Government Departments.

CJI plans to build on the good work that has been achieved to date. I will continue to work in partnership with organisations to deliver a high quality independent and impartial inspection agenda,

working towards our ultimate outcome of building a better justice system for all. That means working collaboratively with organisations, as we have done in the delivery of the inspection programme, to facilitate performance improvement.

With a smaller number of more strategic recommendations being made, I will be paying more attention to the development and implementation of action plans arising from Inspections, and will work with existing governance and accountability arrangements to achieve more effective implementation.

We will also continue to work with our partner inspection organisations and oversight bodies to ensure a broad skills base is deployed in the delivery of inspections, as well as ensuring consideration of good practice elsewhere in helping to shape recommendations.

As before, CJJ is committed to working with justice organisations to provide an honest and independent reflection of the strengths and weaknesses of the justice system. Where possible, we will continue to highlight areas of good practice to provide a basis upon which a shared improvement agenda can be implemented.

I believe that the inspection programme contained in this document remains relevant, challenging, ambitious and comprehensive. I also consider that the work of the Inspectorate to date, and the relationships we have developed across the justice system and beyond, provides a firm basis for ensuring its successful implementation.



Brendan McGuigan

Chief Inspector of Criminal Justice in Northern Ireland

The Government's aim for the Criminal Justice System

Programme for Government

The draft Northern Ireland Executive Programme for Government 2016-21 (PfG) is the key strategic document which outlines the Northern Ireland Executive and Government's objectives and outcomes for the Northern Ireland Assembly term.

The draft PfG aims to help deliver improved wellbeing for all citizens through a holistic 'whole of Government' approach. When issued for consultation on 27 May 2016 it set out a long-term vision which focuses on outcome based accountability (OBA). At the time of publishing the draft PfG Framework, the document outlined 12 strategic outcomes the Northern Ireland Executive wished to achieve and the 49 indicators and data that would be used to monitor progress and take corrective action if required.

The draft PfG provides the strategic context for other key Executive strategy documents. It will inform the development of the Executive's budget over the course of the Northern Ireland Assembly mandate and provide a mechanism for ensuring available funds are best directed to where they can contribute most.

DoJ priorities

The Department of Justice (DoJ) was established on 12 April 2010. The DoJ has a range of devolved policing and justice functions which are set out in the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010.

During 2016-17 its role is to support the Minister of Justice to help build a fair, just and safer community. It is responsible for the resourcing, legislative and policy framework of the justice system.

In May 2016, the Minister of Justice identified five key priorities which cut across a range of issues the DoJ is involved in. They were:

- tackling domestic violence;
- older people;
- children and young people;
- people in the justice system with mental health issues; and
- women influencing the justice system.

The DoJ has responsibility for leading on draft PfG Outcome Seven: ***We have a safe community where we respect the law and each other*** with three justice indicators. They are:

- reduce crime and the harm and vulnerability caused by crime;
- increased effectiveness of the justice system; and
- reduce reoffending

Two other indicators that The Executive Office leads on (Respect and Reconciliation) also contribute to the delivery of Outcome Seven.

Delivery plans have been developed for each indicator setting out with the DoJ intend to do to support the delivery of this outcome.

The DoJ will also seek to maximise its effectiveness.

The remit and work of CJI

CJI has a wide ranging remit to inspect organisations and bodies under s.46 of the Justice (Northern Ireland) Act 2002, and s.45 of the Justice and Security (Northern Ireland) Act 2007 as amended by schedule 13 to the Northern Ireland Act 1998 (Devolution of Policing and Justice Functions) Order 2010.

CJI is required to carry out inspections in relation to the following criminal justice organisations:

- The Police Service of Northern Ireland;
- The Public Prosecution Service for Northern Ireland;
- Northern Ireland Courts and Tribunals Service;
- The Northern Ireland Prison Service;
- The Probation Board for Northern Ireland;
- Youth Justice Agency; and
- The Office of the Police Ombudsman for Northern Ireland.

CJI also inspects:

- Forensic Science Northern Ireland;
- The Legal Services Agency for Northern Ireland;
- The Parole Commissioners for Northern Ireland;
- Community-based restorative justice schemes; and
- probation and bail hostels (Approved Premises)

unless it is satisfied they are subject to a satisfactory inspection regime.

It also has responsibility for inspecting a number of other organisations with a regulatory or prosecutorial role which interface to a greater or lesser extent with the criminal justice system. A full list of these organisations/bodies can be found on the CJI website - **www.cjini.org**.

As the only independent unified Inspectorate in the United Kingdom or Republic of Ireland, CJI is uniquely placed to carry out inspection work which spans across the criminal justice system. These cross cutting thematic inspections enable CJI to take a ‘whole system’ approach with the aim of securing improvement across the justice system.

CJI also has the ability to carry out inspection work within individual organisations which focus on specific areas of interest. While it is not permitted to inspect individual cases, the Inspectorate can undertake particular inspections within its remit at the request of the Minister of Justice. It can also undertake work if requested to do so, by an individual organisation/agency.

Our work

The overarching aim of CJI’s work is improvement. CJI endeavours through independent, impartial inspection work to identify areas where greater collaboration and partnership working will enhance the criminal justice system for the benefit of those who use and engage with it.

This can be through securing improvements in the effectiveness and efficiency of the criminal justice agencies it inspects.

CJI publishes all its reports on its website - **www.cjini.org** - and makes all its publications freely available, subject to the normal exceptions for security and personal information.

Organisational vision and values

Our vision is summed up as **‘a better justice system for all.’**

This vision requires the collaboration of all agencies and organisations within the criminal justice system to bring it about. It involves working with the voluntary and community sector and politicians and Government to support the development of meaningful partnerships which will deliver for the community.

It also involves looking beyond the criminal justice system when required. This can involve identifying where intervention and diversion away from the formal criminal justice system in partnership with education, training and healthcare providers may secure better outcomes for society as a whole.

Our approach and values

We are committed to carrying out our inspection work with honesty and integrity. We will work with the inspected organisations in a professional, mature way to produce relevant inspection reports that contain strategic and operational recommendations which focus on achieving meaningful change.

We will achieve this by:

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

Method of working

Inspections are evidence led and identified on a risk based approach. They are 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.

CJI examines organisations for strengths and to identify areas for improvement. It may make recommendations designed to help an organisation to improve in any aspect of its performance. CJI also seeks where possible to identify areas of good practice and innovation which could be beneficial for the wider criminal justice system.

CJI conducts its inspections by collecting data in advance and forming provisional judgements as to the strengths and weaknesses of the organisation and then testing those judgements in inspection, finalising them and turning them where appropriate, into recommendations.

CJI does not believe the most productive way to secure change is by 'naming and shaming' organisations. However, there may be occasions when the performance of an organisation(s) falls below an acceptable standard and/or risks are of such concern that the Inspectorate would be required to make the extent of the problems and recommended actions publically known.

CJI will endeavour to work in partnership with the organisations it inspects on the basis that managers and leadership within the organisation share the common aim of improvement.

CJI's inspections reflect the Cabinet Office principles for the inspection of public services to:

- pursue the purpose of inspection;
- focus on outcomes;
- take a user perspective;
- be proportionate to risk;
- encourage self assessment by managers;
- use impartial evidence wherever possible;

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- disclose the criteria used for judgment;
 - be open about the processes involved;
 - have regard to value for money, including that of the inspecting body; and
 - continually learn from experience.

We will work with organisations in developing action plans where appropriate or to support the implementation of inspection recommendations.

Working in partnership

In undertaking our inspection work CJI will draw upon its internal skills, knowledge and professional expertise. Where required this skills and knowledge base will be supplemented by additional assistance provided by other inspectorates such as Her Majesty's Inspectorates of Prisons, Probation, Constabulary, and the Crown Prosecution Service Inspectorate.

CJI will also work closely with the local Education and Training Inspectorate, the Regulation and Quality Improvement Authority and the Northern Ireland Audit Office.

A range of signed protocols, service level agreements and memorandum of understanding are in place to support and provide structure to these working relationships, our inspection processes and the publication of our inspection work.

CJI will continue to use specialist experts for specific pieces of work when required.

In addition we will continue to work with all oversight and scrutiny bodies in Northern Ireland who have an interest in the criminal justice system. CJI will engage with, amongst others, the Northern Ireland Policing Board, Equality Commission for Northern Ireland, the Northern Ireland Human Rights Commission, the Prisoner Ombudsman, the Northern Ireland Ombudsman, the Office of the Police Ombudsman, the Commissioner for Children and Young People and the Commissioner for Older People.

Strategic objectives for the corporate planning period

CJI's strategic objectives for the corporate planning period are:

- to provide an independent assessment to the Minister, Committee for Justice and the wider community on the working of the criminal justice system;
- to challenge and support criminal justice organisations to improve performance;
- to work in partnership to deliver a high quality, independent and impartial inspection programme;
- to provide independent scrutiny of the conditions for and treatment of users of the criminal justice system, in particular victims and witnesses, children and young people, prisoners and detainees; and
- to fulfil its responsibilities as part of the UK's National Preventive Mechanism in support of the Optional Protocol to the Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT).

We will achieve these objectives by:

- delivering a programme of risk based planned full inspections and inspection reviews which have been developed following consultation with stakeholders;
- delivering additional inspections and reviews as requested by the Minister of Justice;
- maintaining strong, respectful relationships with the leadership of each of the organisations CJI inspects while retaining our impartiality;
- producing insightful, informed, inspection reports that provide high quality information on the justice system in Northern Ireland;
- communicating our inspection findings clearly to inspected organisations, to the Minister, Committee for Justice and the public and making our reports widely available;
- working in partnership with organisations, stakeholders and representatives of the voluntary and community sector to support development and help deliver change within the criminal justice system;
- remaining mindful of existing budgetary pressures and the need to secure value for money within the criminal justice system; and
- investing in CJI staff to ensure they have the skills, knowledge and support of fulfill their role within the Inspectorate.

Inspection programme for the corporate planning period

Following consultation CJI has identified a range of areas and topics where it will seek to undertake inspection work during this corporate planning period. CJI's consultation on the planned inspection programme involved criminal justice organisations, the voluntary and community sector, academia, other oversight and regulatory bodies, political parties represented in the Northern Ireland Assembly, the Committee for Justice and the Minister of Justice.

They are:

2016-17

- Coronial Legacy Inquests (Ministerial request);
- The availability and use of management and performance information across the criminal justice system;
- Reducing Offending Partnerships;
- Equality and Diversity monitoring by the criminal justice agencies;
- Cyber Crime;
- Business Crime;
- Review of the PPS response to the Starmer Review;
- Resettlement;
- Maghaberry Prison - Low Impact Review;
- Department of Agriculture and Rural Development Central Investigations Service; and an
- Unannounced Prison Inspection.

2017-18

- Sexual Abuse and violence;
- Domestic Abuse and violence;
- Public Protection arrangements in Northern Ireland;
- Role of the voluntary and community sector in the criminal justice system;
- Child sexual exploitation;
- Juvenile Justice Centre;
- Leadership and development training across the criminal justice system;
- Treatment of victims and witnesses;
- Maghaberry Prison - Low Impact Review;
- Offender Hostels (Approved Premises); and an
- Unannounced prison inspection.

CJI will also engage with the PSNI and PPS on an ongoing basis to monitor progress on recommendations linked to the PSNI File Quality and Disclosure inspection.

2018-19

In 2018-19, CJI will seek to commence work around the following areas:

- Avoidable delay;
- Youth interventions/diversions;
- Human trafficking;
- Police and Community Safety Partnerships;
- Police custody;
- Local policing arrangements;
- Partnership working between the criminal justice agencies and other agencies/Departments;
- Adult safeguarding;
- an unannounced prison inspection; and
- Safety of Prisoners.

For further detail on the inspection topics/timing, please refer to our annual Business Plans.

Business aims of CJI

The business aims of CJI during this business planning period are to:

- fulfill its statutory requirements;
- conduct a series of planned inspections and follow-up reviews;
- maintain engagement with stakeholders in the criminal justice system;
- maintain awareness of CJI's contribution within the criminal justice system;
- maintain a sound system of financial control;
- retain its quality management system; and
- retain support for the Inspectorate through effective communications activity.

CJI will achieve these objectives by:

- ensuring the inspection of the main agencies of the criminal justice system in Northern Ireland;
- carrying out cross cutting thematic inspections which involve more than one agency/organisation;
- determining the annual programme of inspection following consultation with the Minister of Justice, the Attorney General and where appropriate, the Secretary of State for Northern Ireland and Advocate General;
- presenting the findings of inspection reports to the Minister of Justice;
- publishing an annual report of CJI's activities; and
- employing a small number of appropriately qualified and experienced Inspectors and seeking assistance from other Inspectorates as necessary.

Objectives and targets for 2016-17

This business plan covers the 2016-17 financial year and performance against the objectives and targets outlined will be reported in the 2016-17 Annual Report.

INSPECTION PROGRAMME

To conduct a series of inspections within the legislative remit of CJI and make the findings of these inspections publically available.

To conduct a series of follow-up reviews and make the findings of these reviews publically available.

To engage with all criminal justice organisations to foster support for the achievement of strategic recommendations.

- 90% of strategic and operational recommendations to be accepted by the inspected organisations.
- To commence those inspections listed in the Business Plan within the 2016-17 financial year.
- To increase the proportion of strategic and operational recommendations fully achieved and partially achieved by 5% in comparison to the baseline figure established at the start of April 2014.
- To decrease the proportion of strategic and operational recommendations not achieved by 5% in comparison to the baseline figure established at the start of April 2014.

COMMUNICATIONS ACTIVITY

To support the Inspectorate in all its publications in accordance with its legislative requirements.

To maintain engagement with key stakeholders.

To maintain awareness of CJJ's contribution to the criminal justice system.

- To publish by laying before the Northern Ireland Assembly all inspection reports as soon as is practicable after receiving written permission of approval to publish from the Minister of Justice for Northern Ireland, subject to the Assembly timetable.
- To present to the Northern Ireland Assembly all action plan/ inspection follow-up reviews and publish this material on the CJJ website - **www.cjini.org** - during the financial year.
- To publish by laying before the Northern Ireland Assembly CJJ's Annual Report and Accounts for the year 2015-16 before the start of the summer recess.
- Obtain feedback on CJJ's work from the heads of the main criminal justice agencies; the Minister of Justice for Northern Ireland; the Attorney General for Northern Ireland; the Lord Chief Justice and the justice representatives of the main political parties represented in the Northern Ireland Assembly at least once during the 2016-17 financial year.
- To undertake consultation events to support the formation of the new three-year Corporate Plan.
- to refresh CJJ's website to maximise its flexibility and ease of use particularly when using mobile devices, tablets and other similar operating systems.

CORPORATE BUSINESS

To fulfill the statutory requirements placed upon CJI by the Northern Ireland Assembly and Government.

To maintain a sound system of financial control.

To retain a quality management system within the 2016-17 financial year.

- To publish a business plan for the 2016-17 year that has been approved by the Minister of Justice.
- To maintain a quality management system within CJI.
- To process all payments within 10 days of receipt of a valid invoice or request for payment in line with Government recommendations in partnership with Financial Services Division, DoJ and AccountNI.
- To seek to respond within 20 working days to all requests for information made to CJI under the Freedom of Information Act 2000.
- To respond to all Assembly Questions made of CJI within the specified timeframe advised by the DoJ for Northern Ireland.
- To seek a clean (unqualified) audit certificate from the Comptroller and Auditor General for Northern Ireland for the 2015-16 accounts.

Inspection Programme 2016-17

Inspections	2016									2017		
	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
<i>Coronial Legacy Inquests (Ministerial Request)</i>	X	X	X	X	X	X	X	X	X			
<i>The availability and use of management and performance information across the CJS</i>	X	X	X	X	X	X	X	X	X	X	X	
<i>Reducing Offending Partnerships</i>	X	X	X	X	X	X	X	X	X	X	X	X
<i>Equality and Diversity monitoring by the criminal justice agencies</i>									X	X	X	X
Cyber Crime	X	X	X	X	X	X	X	X	X	X	X	
Business Crime	X	X	X	X	X	X	X	X	X	X	X	
Review of the PPS Response to the Starmer Review	X	X	X	X	X	X	X	X	X	X	X	X
Resettlement									X	X	X	X
Maghaberry Prison Low Impact Review						X						
DARD CIS - Central Investigations Service			X	X	X	X	X	X				
Unannounced Prison Inspection	X	X	X	X	X	X	X	X	X	X	X	X
Follow-Up Reviews/Action Plan Reviews												
<i>PPS Corporate Governance</i>												X
Ongoing engagement to monitor recommendation progress												
PSNI File Quality and Disclosure		X	X	X	X	X	X	X	X	X	X	X
FSNI			X						X			

This chart shows the provisional phasing of work to be undertaken during the 2016-17 year and includes some inspection work commenced at the end of the previous financial year. The inspection programme is always subject to modification in the course of the year as new requirements arise and projects have to be re-assessed and re-prioritised.

The programme reflects consultation undertaken by CJI with stakeholders such as the Minister of Justice and the Justice Committee, political parties, the leaders of the main criminal justice organisations, other oversight and regulatory bodies, voluntary and community sector organisations and academia.

Resources and delivery

Finance

CJI is financed by revenue grants from the Department of Justice. Its annual opening budget has reduced by 21% from 2013-14 to 2016-17.

CJI has been able to remain within budget during this period and deliver the required savings through a combination of prudent financial planning and reduction in expenditure across all areas of business. The Inspectorate had sought to do this by being flexible in terms of the allocation of its financial resources and through amending when required, the quantity and timing of planned inspection work.

Throughout this period CJI has sought to retain sufficient budget to facilitate the continued use of consultancy support for Inspection work. Should CJI's operating budget continue to reduce it would be required to secure additional funding to continue to utilise external expertise and assistance from other Inspectorates to support its inspection work.

This has the potential to impact on the perceived independence of the Inspectorate through limiting the range and scope of proposed and future inspection themes and topics.

CJI's baseline budget allocation for 2016-17 is £1.156m (incorporating £87,000 to fund CJI's Voluntary Exit Scheme (VES)) which will be allocated as indicated below. Future funding allocations are currently unknown.

2016 - 17

	£ '000
Capital	Nil
Salaries and other staff costs (inc VES funding)	913
Accommodation and related costs	50
Other costs	193
Total	1.156

Staffing

Since 2013-14 CJI's staffing levels have reduced from 14 Full Time Equivalent (FTE) to 11 FTE at the start of 2016-17.

CJI has sought to mitigate the impact of staffing changes occurring within the Inspection Team due to staff resignation and changes in staff working patterns through the recruitment of two new part time Inspectors.

Staffing levels within CJI's Business Support Team have also reduced in year as a result of staff selecting to leave the organisation under a Voluntary Exit Scheme.

The overall impact of these changes has meant that staffing levels within the Inspection Team have fallen by 30% over the last four years and capacity within Business Support has reduced by 32% since the start of the 2016-17.

This has meant CJI has been required to review its activities and reprioritise its allocation of resources to ensure the standard and quality of its inspection work and key governance activities are maintained.

CJI recognises that its staff are its greatest asset and management are committed to ensuring staff remaining with the organisation have the necessary skills, training and support to fulfil their responsibilities and reach their potential.

Secondments and student internships

The organisation also can make use of staff seconded from other Inspectorates or bodies when required, where their involvement will add value to the inspection process. CJI has also previously utilised post-graduate level student interns on a limited basis, to provide temporary research support for specific inspections.

Engagement with other Inspectorates

CJI will be working with HM Inspectorate of Prisons (HMIP) on our low impact inspection of Maghaberry Prison and an unannounced prison inspection during 2016-17. These inspections will also involve the Education and Training Inspectorate (ETI) and the Regulation and Quality Improvement Authority (RQIA).

CJI will also be engaging with these inspectorates in relation to work as part of the UK's National Preventive Mechanism in support of the Optional Protocol to the Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT) during the year.

CJI will be working with HM Inspectorate of Constabulary (HMIC) in respect of its review of Coronial Legacy Inquests and HM Crown Prosecution Service Inspectorate in relation to its review of the PPS response to the Starmer Review.

CJI will refund the costs of visiting Inspectors where possible and made suitable budget provision for this purpose in 2016-17.

Corporate governance and risk management within CJI

Corporate governance has been firmly established within CJI. It includes the system by which the Inspectorate directs and controls its functions and how it relates to its stakeholders. In essence, this influences the way in which CJI manages its business, determines strategy and develops plans and objectives that are designed to improve performance and public confidence in the criminal justice system.

Governance

The Office of the Chief Inspector of Criminal Justice in Northern Ireland was created under Section 45 of the Justice (Northern Ireland) Act 2002. The current Chief Inspector, Brendan McGuigan was initially appointed by the Minister of Justice in November 2012 and re-appointed for a further final three-year term in November 2015. The Chief Inspector is accountable through the Minister of Justice to the Northern Ireland Assembly, to inspect or ensure the inspection of all aspects of the criminal justice system.

Corporate accountability

The status of the Office of Chief Inspector is that of an Executive Non-Departmental Public Body (NDPB) administered through the Department of Justice. The Accounting Officer's responsibility is delegated from the Permanent Secretary of the Department to James Corrigan, Chief Executive and Deputy Chief Inspector. He is accountable to the Chief Inspector for the effective and efficient control and resourcing of the Office.

Executive control

A management team convenes fortnightly, or more often if required, and comprises the Chief Inspector, the Deputy Chief Inspector, the Business and Communications Manager, a representative from the Inspection Team and a representative from Financial Services Division, DoJ who provide finance and accountancy services to CJI. CJI's Business Plan is reviewed by the management team quarterly.

Audit and Risk Assurance Committee

An Audit and Risk Assurance Committee fitting for an organisation the size of CJI has been established. It is chaired by an independent chairperson. The DoJ (sponsor division and Internal Audit) and the Northern Ireland Audit Office attend the Audit Committee meetings in observer status.

Annual Report and Accounts

An Annual Report and Statement of Accounts reporting on the performance and funding of the Office is made to the Minister of Justice and presented to the Northern Ireland Assembly as soon as possible after the close of each financial year. The Annual Report and Accounts can be viewed on the CJI website - **www.cjini.org** - where it is also available for download.

Risk Management

Inherent and residual risk management is a key element of the CJI corporate governance framework which helps ensure objectives are likely to be achieved in a controlled manner. CJI has in place a risk management policy and risk register which is reviewed four times a year. CJI's policy is to ensure that effective risk management processes improve the quality of decision making and the ability to deliver. The management team has adopted the Government's recommended approach to risk management which encompasses:

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- the objectives of CJI's risk management arrangements;
 - compliance and risk management;
 - risk management principles;
 - the risk management procedures;
 - roles and responsibilities; and
 - risk appetite.

The management of risk is the responsibility of all staff in the organisation and the whole team is involved in identifying potential risks to the organisations ability to deliver its objectives. The current risk analysis has examined a wide range of possible threats/risks to the Inspectorate.

These include:


- the impact of recurring annual budget cuts together with in-year reductions which undermine the range/depth of inspections; and
- the loss of CJI staff capacity including skills/knowledge.

These inherent and residual risks have been assessed in terms of the likelihood of occurrence and the possible impact on operations and plans. Control mechanisms have been developed to manage the inherent and residual risks and minimise possible disruption to the Inspectorate's operations.

The main inherent and residual risks in practice at the start of the financial year (shown in more detail in the CJI Risk Register (please see www.cjini.org) are seen as:

- **Legal/Regulatory Risk:** Risk of Fraud.
- **Operational Risk:** Danger of loss CJI staff capacity including skills/knowledge.
- **Reputational Risk:** Perceived loss of independence in relation to work of the Inspectorate; CJI produces flawed inspection report/Follow-up Review.
- **Financial/Value for Money Risk:** Recurring annual budget cuts together with in-year reductions undermines the range and depth of inspections.

In each case, including other less likely but also potentially damaging risks, CJI has developed plans with the participation of all staff, to reduce or negate the impact.



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