

Annual Report and Accounts

2008-09

Criminal Justice Inspection
Northern Ireland
a better justice system for all



Annual Report and Accounts 2008-09

Criminal Justice Inspection Northern Ireland Annual Report and Statement of Accounts 2008-09 together with the report of the Comptroller and Auditor General.

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Contents

Section One - Annual Report 2008-09

• Chief Inspector's Report	4
• Management Commentary	7
• CJI Audit Committee Report	26
• Objectives of the Criminal Justice System in Northern Ireland	27
• Inspection Reports and Action Plan Reviews/Inspection Follow-Up Reviews	29
• Remuneration Report	38
• Statement of the Chief Inspector of Criminal Justice's and Chief Executive's Responsibilities	42
• Statement of Internal Control	43

Section Two - Accounts 2008-09

• The Certificate and Report of the Comptroller and Auditor General to the Houses of Parliament	46
• Accounts 2008-09	48

Section One

Annual Report 2008-09

Chief Inspector's Report



Dr Michael Maguire

It is a pleasure to present my first Annual Report and Account as Chief Inspector of Criminal Justice in Northern Ireland.

My appointment in September 2008 neatly divided the year into two. My predecessor Kit Chivers, up until his departure in August, continued with the significant work of the organisation and oversaw the completion of a number of important reports. These reports continued to highlight the strengths and, where appropriate, the weaknesses of the criminal justice system in Northern Ireland, with the overall objectives being to improve performance and public confidence in the justice system here.

I would like to pay tribute to Kit for the work he did in establishing the credibility of Criminal Justice Inspection Northern Ireland (CJI) during his tenure and in overseeing a very wide range of important studies.

I would draw attention to the work undertaken on Roads Policing and in relation to Hydebank Wood Young Offenders Centre (YOC), as they in particular, highlight the strengths of the thematic

work undertaken by CJI as well as the importance of individual organisation inspections.

The Roads Policing inspection was jointly undertaken with Her Majesty's Inspectorate of Constabulary (HMIC) and was the first opportunity to collaborate with the Dublin-based Garda Síochána Inspectorate, as part of an equivalent inspection in the Republic of Ireland.

Robust enforcement action was highlighted as a valuable way to make a difference in tackling speeding and impaired driving in particular. Inspectors expressed concern that arrangements for investigating fatal and serious Road Traffic Collisions (RTCs) were weak, and recommended that a specialist crash and collision unit, accompanied by a cadre of Senior Investigating Officers, should be established.

The report also advocated greater integration of traffic and crime functions within the Police Service of Northern Ireland (PSNI) through increased collaboration between Road Policing officers and District Command Units (DCUs). In addition, Inspectors indicated that the benefits of the significant investment in the Automatic Number Plate Recognition (ANPR) vehicle tracking systems needed to be realised through seeking further expert advice and best practice.

In relation to Hydebank Wood YOC – an inspection carried out in partnership with Her Majesty's Inspectorate of Prisons (HMIP) – Inspectors found the institution was struggling to manage the needs of remanded and sentenced young men and juveniles on a site shared with Northern Ireland's women's prison (Ash House).

Their overall conclusion was that Hydebank Wood YOC was not performing effectively, and progress had been disappointing since it was last inspected in 2005.

Inspectors criticised several aspects of the Hydebank regime, including the routine practice of all young people being handcuffed when travelling to and from court without individual risk assessments being carried out. Concerns were also raised in the report, published in July 2008, about the condition and treatment experienced by young people, especially juveniles, in the YOC reception facility.

The report indicated that while those young people allocated an activity spent a reasonable amount of time out of their cells, many others spent most of the day locked up.

Inspectors also found there was no strategic approach to delivering education and training, and that activities were not sufficiently well co-ordinated. Education and training places were under-utilised, even though waiting lists existing for most courses.

Getting these facilities right is important because of the impact it has on the lives of young people held in custody. It is also important in challenging offending behaviour in order to reduce re-offending, and reduce the number of victims in the future.

These reports show the importance of the Inspectorate both in maintaining an overall view across the justice system, and in focusing on the issues that have a real impact on the lives of people in Northern Ireland, now and in the future.

On my appointment, I was very fortunate to have a review of CJI carried out by John Hunter, recently retired Permanent Secretary of the Department of Finance and Personnel in Northern Ireland. While recognising the value delivered by CJI, John set out a important agenda as his recommendations focused on the need to:

- develop a more strategic relationship with the Northern Ireland Office;
- improve communications between the Inspectorate and other inspection bodies;
- develop a more structured relationship between CJI and the organisations subject to inspection; and
- develop the working practices of the Inspectorate.

Much of my work during this year has been in a response to John's report and I am pleased to say that significant progress had been achieved by 31 March 2009.

I have had regular and very constructive meetings with Paul Goggins MP, Minister of State in the Northern Ireland Office and have established a number of working groups within CJI to take forward specific recommendations. We have been looking at the establishment of a more structured approach to inspection, the development of protocols with criminal justice organisations and other inspection bodies, and the career development of CJI staff. We also commenced a recruitment exercise in February 2008 to recruit an additional two new Inspectors to join the Inspection Team.

Since taking up the post of Chief Inspector I have also been working with CJI staff on a number of important reports which, due to the timings of the financial year, will not be published until later in 2009. I will report on the content of these reports in my next Annual Report. On the communications side, we organised a very successful Stakeholder Conference and produced an enhanced issue of the CJI newsletter *The Spec*, dedicated to the event.

The conference highlighted a number of important debates around the challenges facing the criminal justice system under devolved

government, and the need to look to the future in developing a justice system that will have the confidence of all people in Northern Ireland.

At the time of writing this report, the position concerning the devolution of policing and justice matters is unclear. I, like my predecessor, welcome the possible introduction of the devolution of policing and justice as a significant step in the development of the justice system in Northern Ireland as it will change the dynamic, context and focus of justice agencies. This can and should provide a platform upon which the justice system of the future can be built.

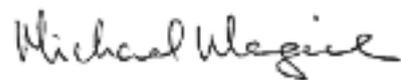
The introduction of devolved policing and justice in Northern Ireland will mean an entirely new phase in the development of the justice system here. Whether this is perceived as an opportunity or a threat will depend on where you stand in the debate.

There is nothing new in the statement that the justice system in Northern Ireland is dominated by the legacy of the 'Troubles'. This becomes a challenge however when the impact of the past activity works against the development of a new approach and new and improved ways of delivering services.

As we move forward, I think it is right that we continue to challenge the legacy of the past and the role it plays in determining how services are delivered today and in the future – whether this relates to the funds available for community policing, prison reform or, the resources given for the resettlement and rehabilitation of offenders.

We cannot have a justice system that is resourced for the past and expect it to deliver against community expectations for the future. To do so will not build a justice system that everyone will have confidence in.

Finally, I would like to express my thanks to the team within CJI. The arrival of a new Chief Inspector can be a daunting process. I have found the support and commitment of all staff within CJI to be truly exceptional.



Dr Michael Maguire

Chief Inspector of Criminal Justice in Northern Ireland

4th November 2009

**Criminal Justice Inspection
Northern Ireland**

a better justice system for all



Management Commentary



Brendan McGuigan

Background Information

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

The first Chief Inspector was appointed by the Secretary of State for Northern Ireland in August 2003 to inspect or ensure the inspection of all aspects of the criminal justice system in Northern Ireland, other than the courts,¹ and to contribute in a significant way to the efficient and effective running of the criminal justice system, while helping to guarantee that it functions in an even-handed way.

CJI went live in October 2004 and since that time, it has conducted a programme of inspections which are agreed annually with the Secretary of State. The current Chief Inspector was appointed on 1 September 2008.

Remit of Criminal Justice Inspection

Criminal Justice Inspection Northern Ireland has a remit to inspect a wide variety of organisations and bodies under s.46 of the Justice (Northern Ireland) Act 2002, and s.45 of the Justice and Security (Northern Ireland) Act 2007.

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

Core criminal justice organisations

- Police Service of Northern Ireland;
- Public Prosecution Service for Northern Ireland;
- Northern Ireland Prison Service;
- Youth Justice Agency;
- Northern Ireland Court Service;
- Police Ombudsman for Northern Ireland;
- Forensic Science Northern Ireland;
- State Pathologist's Department;
- Compensation Agency;
- Northern Ireland Legal Service Commission;
- Parole Commissioners for Northern Ireland;
- Community-based restorative justice schemes; and
- Probation and Bail Hostels (Approved Premises).

Other organisations and bodies with a regulatory/prosecutorial role

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

¹ The Courts were subsequently added to the remit of CJI under s.45 of the Justice and Security (Northern Ireland) Act 2007.

CJI's Aims

CJI will endeavour to support the Government's aims for the criminal justice system in Northern Ireland by promoting the effectiveness, efficiency and even-handedness of the system.

We will achieve this by:

- inspecting all the organisations in our remit in a manner proportionate to their significance in the criminal justice system;
- undertaking some inspection work in each of the six main agencies of the criminal justice system each year; and
- undertaking a wide range of cross-cutting thematic reviews of subjects of importance to the criminal justice system and communicating regularly and effectively with all stakeholders.

CJI's Objectives

Underpinning these aims CJI's objectives are to:

- carry out the inspection programme approved by the Secretary of State and the Attorney General;
- carry out inspections of the community-based restorative justice schemes following our invitation to do so by Ministers;
- undertake other pieces of work that the Secretary of State may request; and
- carry out Action Plan Reviews/Inspection Follow-Up Reviews of completed inspections.

Performance against CJI's Objectives and Targets 2008-09

In this section, CJI reports on progress against its objectives and targets for the 2008-09 financial year as listed in its Business Plan. They are divided into three areas: Inspections and Action Plan/Inspection Follow-up Reviews; Media and Communication; and Planning and Management.

Inspections and Action Plan/Inspection Follow-up Reviews

Objective: To prepare and complete a range of single-agency and thematic inspections which are of relevance to both the criminal justice system and the public it serves.

Target: To carry out within the year a programme of inspections recognising that not all will have been reported by the end of the year.

During the 2008-09 financial year, fieldwork for six full inspections and one follow-up review were completed. In addition fieldwork of another inspection was partially completed while four planned inspections were postponed due to factors outside CJI's control. One inspection was moved to be included in the 2009-10 Business Plan and two other inspections were removed from the work programme; one in order to prevent duplication of work with partner inspectorates in the criminal justice system.

Objective: Conduct all the inspections and thematic reviews listed to an acceptable² standard, to time and to budget.

Targets: No complaints against Inspectors upheld in the course of the year; 90% of inspections and thematic reviews to be completed within time and budget³; and 75% of inspections and thematic reviews started in 2008-09 to be reported by 31 March 2009.

No complaints were made against CJI Inspectors during 2008-09. In addition, out of the 17 inspections planned for 2008-09, four were deferred by agreement with the agencies involved; one was removed from the inspection programme and two were moved to the 2009-10 Business Plan. Out of the remaining 10 inspections (100%) fieldwork was commenced in

2 'Acceptable' means acceptable to the Secretary of State or the Attorney General and approved for publication and having attracted no agency complaints regarding the conduct of Inspectors.

3 Excess time taken by agencies to comment on draft reports and to submit Action Plans will be excluded from the measure, which may therefore not correspond with elapsed time.

all inspections and completed in 95% of those started in the 2008-09 financial year. In addition, 10 full inspection reports were published. CJI is able to report that work commenced on 10 inspections during 2008-09. Due to the rolling nature of the process to minimise the impact of inspection on the organisations involved, CJI altered the timing of the inspections. As a result, CJI published three of the scheduled inspections during this period.

Objective: Carry out a programme of Action Plan Reviews/Inspection Follow-Up Reviews following publication of the inspection report, unless otherwise agreed.

Target: To conduct all Action Plan/Inspection Follow-Up Reviews listed within two years after publication of the original inspection report unless otherwise agreed.

Two follow-up reviews were published and fieldwork was completed on a third follow-up review in 2008-09. A further four were deferred by agreement with the inspected agencies involved.

Objective: To secure Action Plans in relation to single agency inspection reports (but not thematics).

Target: 75% of single-agency inspection reports (but not thematics⁴) to be published with agreed Action Plans.

The amount of single-agency inspections conducted by CJI has dropped considerably over the years. While CJI requests Action Plans from all agencies in response to inspections, it regularly publishes reports without having sight of the agency's Action Plan.

Media and Communication

Objective: To use CJI's communications activity to fulfil the aims outlined in its Corporate Plan for 2009 onwards.

Target: Develop and secure the approval of senior management for a communications strategy supporting CJI's corporate objectives; implement the strategy in tandem with the Corporate Plan.

Due to the change in senior management within CJI during 2008-09, while a communications strategy was produced this was not adopted by the organisation as it was felt it was timely to undertake a systematic organisational review incorporating communications. It is anticipated work will be taken forward in relation to this during the corporate planning period 2009-12 and implementation will follow in response to the adoption of the 2009-12 Corporate Plan.

Objective: Maintain and improve CJI's profile.

Target: Accept all suitable invitations to speak at seminars/conferences and to community groups; develop a range of promotional materials to enhance CJI's profile; maintain the average number of user sessions of CJI's website at an average of 4,000 per month over a rolling 12-month period.

During 2008-09 CJI accepted 16 invitations to speak at conferences/seminars. A variety of tools were also used over the year to promote the organisation including a special Conference edition of *The Spec* and flyers issued in advance of the publication of some reports. CJI also undertook an overhaul of its website during this financial year based on the increasing levels of visitors to the site

⁴ Because of the number of agencies which may be involved in a cross-cutting thematic review it may not be possible to include an agreed Action Plan without significantly delaying publication.

Objective: To develop political awareness of the work of CJI.

Target: Increase contact with politicians.

CJI staff attended all party conferences hosted by parties represented in the Northern Ireland Assembly during 2008-09. A programme of meetings with key political representatives were undertaken by the Chief Inspector and Deputy Chief Inspector.

Objective: Maintain a baseline of data on media references to CJI.

Targets: Maintain electronic database of newspaper clippings and audio/visual material relating to CJI. Create a database of references to CJI made at the Northern Ireland Assembly.

CJI continues to build on its electronic database of articles and information relevant to the work of CJI. Public affairs material of relevance to the organisation is collated alongside references made to CJI in the Northern Ireland Assembly.

Objective: Improve CJI's corporate identity and organisational brand.

Targets: Introduce a new design for CJI's website and introduce an intranet for internal use by CJI staff.

A new website incorporating best practice for access to information under s.75 of the Northern Ireland Act 1998 was introduced during the autumn of 2008. The project to develop an intranet site for CJI staff has been deferred to the 2009-10 business year.

Objective: Keep CJI stakeholders abreast of inspection activity.

Targets: Publish four editions of the CJI newsletter *The Spec*; to publish material in local newspapers to encourage input by members of

the community into the Inspectorate's Corporate Plan/Inspection Programme; and update CJI website with information from seminar sessions at the CJI conference.

Four editions of *The Spec* were published in 2008-09 and in addition a dedicated *Conference Spec* was produced and distributed to stakeholders. Information from the seminar session was incorporated into this document. Plans to use local newspapers to encourage input from members of the community into the Corporate Plan/Inspection Programme were not pursued as they were linked to the development and implementation of an organisational communications strategy. As this is still to be introduced, this target will be pursued, if appropriate, during the 2009-12 Corporate Planning period.

Objective: Run a successful annual Stakeholder Conference in January 2009.

Targets: Maintain attendance levels by stakeholders at the annual conference; and increase political attendance at the CJI conference.

Attendance levels at the 2009 Stakeholder Conference increased for the third year in a row with 150 delegates present. Attendance by political representatives also increased compared with the previous year. CJI aims to build upon this positive development in the future.

Planning and Management Objectives

Objective: Encourage staff development on an organisational and individual basis.

Target: All staff to undertake at least five days relevant training in the course of the year.

CJI staff undertook a total of 92 training days during 2008-09 with 50% of staff achieving or exceeding the target. The average number of training days per staff member was 6.6.

Objective: Publish the Annual Report and Accounts as soon as possible after the end of the financial year.

Target: Publish the Annual Report and Accounts for 2007-08 before the 31 October 2008.

The Annual Report and Accounts were published in December 2008.

Objective: Maintain a clean audit certificate from the Comptroller and Auditor General.

Target: To obtain a clean audit certificate from the Comptroller and Auditor General for the year 2007-08.

A clean audit certificate from the Comptroller and Auditor General was obtained in November 2008. This was incorporated into the Annual Report and Accounts for 2007-08.

Reports and Accounts

I am also the Accounting Officer for the organisation. As such, I have responsibility for the preparation of accounts and maintaining a sound system of internal control that supports the achievement of CJI's policies, aims and objectives, while safeguarding the public funds and CJI's assets for which I am personally responsible. These responsibilities are carried out in accordance with the responsibilities assigned to me in Managing Public Money.

I must also prepare a Statement of Account in each financial year in the form directed by the Secretary of State. The Statement of Account must be submitted to the Secretary of State and the Comptroller and Auditor General by 31 August each year.

The details of remuneration of senior management are set out in the remuneration report.

Disclosure to Auditors

As Accounting Officer, I am not aware of any relevant audit information of which CJI's auditors are unaware. I have taken all reasonable steps to make myself aware of any relevant audit information and to establish that CJI's auditors are made aware of that information.

The accounts are audited by the Northern Ireland Audit Office. Audit fees for 2008-09 are set at £6,000 (£5,500 in 2007-08).

Principal Risks

CJI has conducted a risk analysis examining a wide range of possible risks to the organisation and to the delivery of its objectives. These risks were reviewed in October 2008 to ensure the risks considered were relevant to the organisation. The main risks in practice are seen as:

- **Personnel risk:** The danger of losing key staff, with the associated loss of expertise.
- **Reputational risk:** The danger that CJI might be seen as partisan in its approach.
- **Relations with agencies:** The danger that agencies may fail to offer reasonable co-operation and that CJI may get into protracted debates about draft reports which delay their publication.
- **Relations with the community:** The danger that voluntary and community-based organisations may be unwilling to engage, impeding CJI's programme of outreach.

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

Protected Personal Data

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

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

Apart from initial registration with Personnel Services Division of the Northern Ireland Office and the Police Service of Northern Ireland for security clearance, the information does not leave CJI.

- B. CJI maintains a database in excess of 1000 names, addresses, postcodes, email and fax numbers of stakeholders/recipients of all CJI publications.

None of this detail is transported outside of CJI.

CJI confirms that during 2008-09 there were no personal data related incidents to report to the Information Commissioner.

Review of Activities

The aim of all CJI's activities is improvement. Its inspections examine the strengths and weaknesses of organisations with a view to identifying the scope for improvement. It may make recommendations designed to help an organisation to improve in any aspect of its performance.

CJI proceeds in two stages:

1. Collecting data in advance, and forming provisional judgements as to the strengths and weaknesses of the organisation.

2. Testing those judgements in the inspection, finalising them and turning them, where appropriate, into recommendations.

CJI does not believe that the most productive way to promote improvement is by 'naming and shaming' agencies. There may be occasions when the work of an agency is of such a poor standard and when it shows neither the will nor capacity to improve, that the Inspectorate would have no option but to state publicly that the position was unacceptable. Most of the time, however, CJI works with agencies in a non-adversarial, consultative and interactive way, on the basis that their managers share the common aim of improvement.

Inspections are based on a 'Common Core' of standards, comprising:

- openness and accountability;
- partnership with other agencies in the criminal justice system;
- promotion of equality and human rights;
- being a learning organisation, responsive to customers and the community; and
- delivering results in relation to the Government's objectives.

Each inspection starts by seeking the views of the agency's partners in the criminal justice system and the community on the agency's performance. In 2008-09 this was followed by inviting the agency itself to self-assess against the common core framework, identifying as honestly as possible its own strengths and weaknesses – not for use against it, but as a token of its commitment to inspection and as an aid to improvement.

The aim of self-assessment is to internalise within agencies the drive towards improvement, and the development of a capacity for rigorous and perceptive self-criticism among the management of the agencies is fundamental from that point of view.

The accounts for the year ended 31 March 2009 have been prepared on an accruals basis.

The financial position at the year end is set out in the Operating Cost Statement included on page 48.

Revenue Grant-in-Aid for the period was £1,367,053 (£1,187,604 in 2007-08) and the net operating cost was £1,417,812 (£1,370,111 in 2007-08).

Details of the General Fund are given in note 11 to the accounts. A net amount of £4,431 (£7,556 in 2007-08) was transferred into the Revaluation Reserve as a result of an upward revaluation of the fixed assets. Details of the Revaluation Reserve are given in note 12 to the accounts.

The Office of CJI is committed to the prompt payment of bills for goods and services received, in accordance with the Confederation of British Industry's Prompt Payers Code. Unless otherwise stated in the contract, payment is due within 30 days of the receipt of the goods or services, or presentation of a valid invoice or similar demand, whichever is the later. During the year ended 31 March 2009, 100% (97.57% in 2007-08) of invoices received were paid within 30 days of receipt. In November 2008 the Government introduced a 10-working day turnaround for goods and services/invoices. During the year ended 31 March 2009, 97.95% of invoices were paid in this timeframe.

Details of how pension liabilities are treated can be found in the accounting policy note 1(h) on page 52.

Register of Interests

All staff members are required to provide information of personal or business interests that might be perceived by a reasonable member of the public to influence their judgement in the exercise of their public duty.

CJI maintains a Register of Interests which is available for public inspection.

Corporate Ethos

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

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

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

As in other Inspectorates, staff will be expected to work beyond conditioned hours when the need arises, but that will be matched by time off in lieu and flexibility in working practices to meet the needs of those with caring responsibilities.

Corporate Values

CJI will at all times:

- conduct inspections and complete reports with honesty and impartiality, basing its findings upon evidence;
- be open about its practices and procedures and about the expectations against which judgements are made;
- publish all its reports and make all its papers freely available, subject to the normal exceptions for security and personal information;
- encourage self-assessment, and make improvement the main purpose of all its inspections;
- work in a non-adversarial, consultative and interactive way, collaborating wherever possible with other agencies and Inspectorates;

- aim to minimise the demands it makes on those inspected;
- treat people courteously, fairly and without discrimination, valuing diversity and promoting equality in accordance with s.75 of the Northern Ireland Act 1998;
- monitor and evaluate its own performance from the perspective of value for money; and
- welcome and be responsive to any complaints or other feedback from the agencies inspected.

Staff are expected to comply with the standards of conduct laid down by s.4 of the Civil Service Management Code, which sets out in detail the rules governing confidentiality, acceptance of outside appointments and involvement in political activities.

Light Touch Review

In spring 2008, the NIO commissioned John Hunter to carry out a 'Light Touch Review' of CJI to assess its progress and contribution to the criminal justice system since its establishment in 2004.

The review highlighted Criminal Justice Inspection's achievements to date and pitched its recommendations to help CJI develop and enhance its relationship with inspected organisations in the future.

The recommendations made in the Light Touch Review focused on CJI's need to:

- develop a more strategic relationship with the Northern Ireland Office;
- improve communications between the Inspectorate and other inspection bodies;
- develop a more structured relationship between CJI and the organisations subject to inspection; and
- develop the working practices of the Inspectorate.

Following extensive internal debate a number of working groups within the Inspectorate have been established to move the agenda forward.

Protocols have now been established with most of the main inspected organisations and with other Inspectorates and oversight bodies including the Northern Ireland Audit Office.

OPCAT responsibilities

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

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

The announcement was made in the Houses of Parliament by Michael Willis MP, Minister of State with the Department of Justice on 31 March 2009.

Corporate and Social Responsibility

During 2008-09 CJI implemented a recycling policy for non-sensitive paper waste across the organisation as part of on-going efforts to reduce waste.



The Inspectorate has also introduced the circulation of electronic inspection reports in place of printed copies to stakeholders who have indicated their willingness to receive information in this format.



Martina White pictured with one of the township residents destined to receive a new home due to the efforts of volunteers with the Niall Mellon Township Challenge in South Africa.

Steps were also taken following the introduction of the new website to promote the electronic distribution of all CJI information including *The Spec*.

A member of the Business Support Team (Martina White) travelled to South Africa at the end of November 2008 as one of a 2043-strong team of volunteers who had each raised €5000 to participate in the Niall Mellon Township Challenge.

The volunteers travelled to Cape Town for 10 days with the aim of building 250 new homes for families living in the township of Khayleishea, situated on the outskirts of the city.

CJI colleagues contributed to her volunteering effort by practically and financially supporting the fundraising effort of its member of staff. Pens and pencils which could be given to children living in Khayleishea were also donated by staff on an individual basis.

In previous years, CJI staff members have given of their time to assist with events organised in Northern Ireland by the Special Olympics organisation.

Staffing

CJI had a complement of 17 staff at the start of 2008-09, however this number fell to 15 following the resignation of two members of staff during the course of the year. Staff are employees of the Chief Inspector. The Business Manager is the only member of staff on secondment from the Northern Ireland Office (NIO), who remains with CJI, the others are not civil servants. CJI commenced work to fill this post with a directly recruited member of staff during the 2008-09 financial year.

CJI is committed to developing each member of staff so that all reach their potential. During the past year the new Chief Inspector undertook a series of media training events aimed at further developing his skills.

The Deputy Chief Inspector took part in two training events increasing his knowledge regarding his role as Accounting Officer for the Inspectorate.

One member of the Inspection Team successfully undertook a course to become an accredited European Foundation for Quality Management Excellence Model (EFQM®) assessor and attended data handling training.

Another Inspector furthered their skills by attending leadership development training and their knowledge of employment law.

A third member of the Inspection Team commenced a two-year CIPFA/Institute of Directors Senior Executive Programme while an Inspection Support Officer undertook training to build knowledge of the Northern Ireland Executive, and a two-day personal development course building upon skills learned during the previous financial year.

A second Inspection Support Officer participated in the five-day Common Purpose Navigator development course and attended a course to increase awareness of the role of the Northern Ireland Assembly.

In a bid to further enhance her skills, the Chief Inspector's PA commenced studying part-time to achieve the LCCI Executive Secretary's Diploma. She is due to complete this course in June 2009.

CJI's Business Support Officer has continued to study for a Business Studies degree, while the Administration Support Officer undertook training in both accounting and book-keeping procedures.

The Inspectorate's IT Systems Administrator attended and secured accreditation as a PRINCE 2 registered practitioner.

The Media and Communications Officer attended a PR strategy and planning course, a client handling skills workshop and a training event on the links between Northern Ireland and Westminster.

During the course of the 2008-09 financial year, all CJI staff participated in refresher health and safety training.

CJI promotes and maintains effective communication and consultation with its staff in order to create and sustain good morale within the organisation. It is committed to developing team working.

This is achieved by holding joint training sessions, having monthly general meetings for all staff and by issuing the minutes of all meetings held within the Inspectorate. The organisation does not discriminate against staff on any grounds including disability.

The Chief Executive is responsible for the day-to-day running of the Inspectorate including the development and management of the inspection programme. He has line management responsibility for the Inspection staff, Inspection Support Officers, Business Manager, Personal Assistant and the Media and Communications Officer, and deputises for the Chief Inspector in his absence.

There were several staff changes during the year:

- **Paul Mageean** left CJI in May 2008 after three years to take up a post as Director of Studies of the Graduate School for Professional Legal Education with the University of Ulster's Magee Campus.
- **Ian Craig** moved from his post as Assistant Inspector with CJI to take up a post with NISRA – the Northern Ireland Statistics and Research Agency in November 2008.

Levels of staff sickness absence for 2008-09 stood at 14%. This figure includes one member of staff on long term sick absence.

External Communication

Criminal Justice Inspection continued to develop its media and communication work during the last financial year.

Once again the publication of the findings of the Inspectorate's reports have played a key role in highlighting the valuable role inspection plays in acting as a catalyst for change and improvement within the criminal justice system.

The publication of the inspection reports and follow-up reviews also provides a valuable opportunity to reinforce with stakeholders from the community and the criminal justice system the quality and impartial nature of the inspection work carried out.

The Chief Inspector and Deputy Chief Inspector led in promoting the work of the Inspectorate,

drawing attention to the recommendations contained in the various CJI reports and the positive impact they could have, if implemented, in improving the effectiveness and efficiency of the criminal justice system in Northern Ireland.

In the last 12 months, CJI published a total of 10 inspection reports and two Action Plan Reviews/Inspection Follow-Up Reviews. The publication of each report was accompanied by a programme of planned communications activity.

This involved press releases, media interviews, web-based communication activity, meetings with stakeholders and articles in specialist and in-house publications.

The appointment of a new Chief Inspector in September 2008 provided an opportunity for the Media and Communications Officer to work with senior management to develop a new communications strategy. The strategy will support the aims, objectives, values and mission of the Inspectorate as it develops over the 2009-12 corporate planning period.

Community outreach

CJI staff also attended a wide range of conferences and events linked to criminal justice matters and accepted a number of speaking engagements during the course of the year.

The Chief Inspector was invited to give a talk to the Irish School of Ecumenics as part of its 'Moral Maze' series of seminars. The event was held in Belfast in April 2008.

The Chief Inspector and Tom McGonigle from the Inspection Team were also guest speakers at a conference organised by the Northern Ireland Prison Service looking at the issue of women in the justice system.

In addition, the outgoing Chief Inspector Kit Chivers met with Junior Minister Gerry Kelly



Chief Inspector Dr Michael Maguire pictured with the Criminal Justice Minister Paul Goggins MP.

MLA to discuss in detail the findings of the Inspectorate's report on Hydebank Wood Young Offenders Centre.

Following his appointment to the post of Chief Inspector of Criminal Justice in Northern Ireland, Dr Michael Maguire met with the Minister for Criminal Justice, Paul Goggins MP.

Dr Maguire was also one of the key speakers to address a conference organised by Extern to mark its 30 year involvement in the criminal justice system which took place at the Dunadry Hotel, Templepatrick at the end of October. The conference celebrated the work the organisation had carried out with children, adults and communities facing social exclusion in Northern Ireland.

In November the Chief Inspector was one of the keynote speakers at the 2008 Criminal Justice System Northern Ireland (CJSNI) conference which looked at the theme of *Working Together for Public Protection*. Dr Maguire used his remarks as an opportunity to highlight the value inspection brings to developing the criminal justice system and the contribution the Inspectorate can make to building confidence in the criminal justice system.



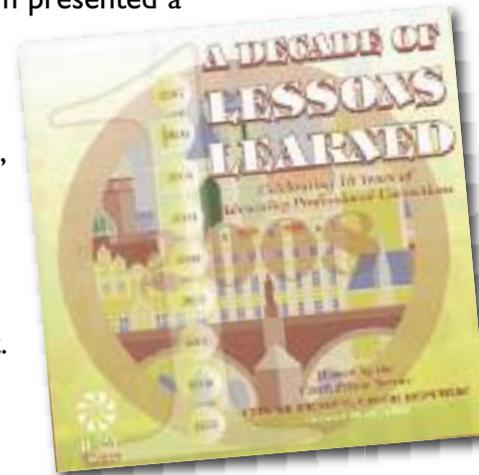
Dr Maguire addresses conference delegates attending the 2008 Courts Conference.

Dr Maguire also represented CJI when he spoke to distinguished guests, senior officials and representatives of the court jurisdictions from across the British Isles when he addressed the first day of the 2008 Courts Conference hosted by the Northern Ireland Court Service in Belfast in November.

In 2009 the Chief Inspector was also invited to address the AGM of the Children's Law Centre in Belfast. He was also invited by the Chief Inspector of the Crown Prosecution Service Inspectorate to address its staff conference in London in March.

Deputy Chief Inspector Brendan McGuigan was one of the key speakers invited to give a presentation to delegates attending a conference hosted in Belfast focusing on Modern and Efficient Government.

Tom McGonigle represented CJI on an international stage when he travelled to Prague in the Czech Republic to participate in the International Corrections and Prisons Association Conference in October 2008, entitled *A Decade of Lessons Learned*. Tom presented a paper to a workshop at the conference, which was attended by over 350 delegates, looking at the challenges, prospects and lessons to be learned from correctional oversight. Other workshop speakers included Howard Sapers, the Correctional Investigator of Canada, the recently retired Chief Inspector of Prisons in Western Australia, Richard Harding and the Director of Prisoner Rehabilitation and Welfare Action from Nigeria, Uju Agomoh.



During 2008-09 CJI was pleased to welcome two representatives from the Finnish Criminal Sanctions Agency who came to Northern Ireland as part of a three-day fact finding visit. The visit which was co-hosted by the Northern Ireland Prison Service provided an opportunity to showcase the benefits of collaborative working between an inspection agency and the Prison Service. Tom McGonigle and Dr Michael Maguire accompanied the Finnish representatives as they toured Maghaberry and Magilligan Prisons during the visit.

In late November CJI's Chief Inspector, Bill Priestley and Tom McGonigle met with representatives of the European Committee for the Prevention of Torture when they visited Northern Ireland to assess prison conditions and the conditions of PSNI custody suites.

The start of 2009 also proved busy for the Inspectorate with James Corrigan travelling to

Dungannon to speak to DPP members about the findings of CJI's Roads Policing inspection. In January, James met with representatives of the Finnish Forensic Science Service (FFSS) in Helsinki to assess their procedures and the type of service provided by the FFSS to the local criminal justice system.

Members of the Criminal Justice Issues Board met with CJI's Chief Inspector in January to discuss the Inspectorate's future inspection agenda.

As the financial year came to a close, Dr Maguire travelled to L'Derry/Derry to address students at the University of Ulster's Graduate School of Professional and Legal Education on the topic of accountability within the criminal justice system.

He also was invited to represent the organisation at an awards ceremony hosted by the Butler Trust – an independent charity established in the memory of reforming Home Secretary 'RAB' Butler to promote and encourage prison reform and positive regimes in UK prisons – at Buckingham Palace.

Corporate and Business Planning

CJI adopted a more consultative approach as part of the Corporate and Business Planning undertaken during 2008-09.

The first stage involved discussions between CJI senior management and the senior management of each of the main justice organisations which provided an opportunity for criminal justice agencies to put forward their views on the areas they felt would benefit from inspection.

Meetings were also conducted with the Minister for Criminal Justice and the heads of CJI's partner Inspectorates to ensure the proposed work programme reflected the Government's overall aims for the criminal justice system in Northern Ireland.

Political parties with representatives in the Northern Ireland Assembly were also asked for their views to ensure the issues known to be of interest to their constituents were also reflected.

Further consultation took place with CJI's partners from the voluntary and community sector with an interest in criminal justice.

In January 2009, CJI presented its proposed inspection programme for the incoming financial year to delegates attending the Stakeholder Conference.

The new method of engagement and in-depth consultation on the Inspectorate's Corporate and Business Plan was found to be extremely beneficial as it has ensured corporate ownership of the Inspection Programme by the criminal justice system.

Community engagement

During the latter half of the financial year, CJI's Chief Inspector undertook a number of meetings with District Policing Partnerships across Northern Ireland.



Rachel Tupling (second left) pictured with other speakers who addressed a DPP meeting on anti-social behaviour orders (ASBOs).



DPP members were asked for their views of what they and the communities they represented felt to be the most important issues linked to criminal justice and the work of criminal justice agencies. The issues they raised were considered as part of the Inspectorate's corporate planning exercise.

Members of the Inspection team also met with DPP representatives to brief them on the findings of a number of inspection reports published by CJI including the Inspectorate's report on Roads Policing, its Inspection of Anti-Social Behaviour Orders (ASBOs) and Policing with the Community.

Partnership working has always been a high priority for CJI. The Inspectorate values the skills, supporting expertise and knowledge colleagues working for other inspection bodies can bring to an inspection, especially in relation to identifying best practice and benchmarking.

The importance of partnership working with other Inspectorates was also highlighted in the Light Touch Review of CJI carried out by John Hunter in spring 2008.

Existing relationships were strengthened through the participation of colleagues from Her Majesty's Inspectorate of Prisons (HMIP), Her Majesty's Inspectorate of Constabulary (HMIC), and Her Majesty's Crown Prosecution Service Inspectorate (HMCPSI) in key inspections.

These included the unannounced inspection of Maghaberry Prison (carried out in January 2009), the inspection of Policing with the Community (conducted in autumn 2008), and the follow-up Inspection of the Public Prosecution Service for Northern Ireland (conducted in the winter of 2008). All three reports are scheduled for publication during the next financial year.

CJI also again worked with Inspectors from the Regulation and Quality Improvement Authority (RQIA) during its inspection fieldwork examining Police Custody arrangements in Northern Ireland.

As mentioned earlier in this report, CJI has also taken steps during this financial year to establish Protocols and Memorandums of Understanding between the Inspectorate and other partner Inspectorates and oversight bodies.

In addition to its partner Inspectorates, CJI secured the assistance of recognised experts in the field of forensic science and policing to assist with its most recent inspection of Forensic Science Northern Ireland and its Police Custody work. The findings of this work will be published during 2009-10.

During the year, CJI continued to strengthen its relationships with Inspectorates and criminal justices organisations based in the Republic of Ireland.

Political engagement

Political engagement between CJI and both the Minister for Criminal Justice and representatives from all parties in the Northern Ireland Assembly increased during 2008-09.

Regular meetings take place between the current Minister for Criminal Justice Paul Goggins, MP and the Chief Inspector to maintain cordial and mutually beneficial working relations between the two offices.

CJI has also held meetings with Assembly representatives from all parties with an interest in criminal justice matters over a four-month period between October 2008 and February 2009.

This provided CJI will an opportunity to discuss its plans for the 2009-12 corporate planning period and hear directly from local politicians about where they felt CJI should be focusing its attention during the next financial year.

The meetings were supported by the attendance of CJI personnel at party conferences hosted by the Alliance Party, Democratic Unionist Party (DUP), Social Democratic and Labour Party (SDLP), Ulster Unionist Party (UUP), Progressive Unionist Party (PUP) and Sinn Féin (SF), during the course of the year.

The Inspectorate intends to maintain its contact with local politicians and an invitation to meet with members of all the main political parties with representatives either in the Northern Ireland Assembly or House of Commons remains in place.



Speakers who addressed CJI's Stakeholder Conference

Stakeholder Conference

Criminal Justice Inspection hosted its annual Stakeholder Conference in January. The theme for the event was *New Opportunities for Criminal Justice*.



The event was attended by over 150 delegates drawn from across Northern Ireland's criminal justice agencies, the voluntary and academic sector, and local political parties.



A warm welcome was extended to all present on behalf of CJI by well-known broadcast journalist Fearghal McKinney before the conference was opened by Dr Michael Maguire.

In his first speech to conference as Chief Inspector of Criminal Justice, Dr Maguire focused on the opportunities and challenges the devolution of policing and justice matters would bring.



Dr Michael Maguire addresses his first CJI Stakeholder Conference as Chief Inspector of Criminal Justice in Northern Ireland.

He also used his speech to highlight the potential for change which devolution could bring about, where greater accountability, and the need to reflect the wishes and demands of local people at a price society was willing to pay, would be central.

Criminal Justice Minister Paul Goggins MP highlighted the challenges of change when he shared the 'conversation' he would have with his successor with delegates.



Criminal Justice Minister Paul Goggins MP gives his address.

Giving an insight into the matters he would wish to raise with a locally-elected Minister for Justice, Mr Goggins indicated he would be keen to focus on the positive, encouraging outcomes of the criminal justice system in Northern Ireland as well as areas where further improvements could be made.



Jan Berry, Reducing Bureaucracy champion with the National Policing Improvement Agency (NPIA).

Jan Berry from the National Policing Improvement Agency used her remarks to champion the need for the adoption of a co-ordinated approach to tackle bureaucracy within the criminal justice system. She encouraged delegates to view reducing bureaucracy not as being about pieces of paper but the mindset, leadership and taking responsibility for and really understanding what causes bureaucracy.

Stakeholders also got an insight into the world of the privately-operated prison when Mike Conway, Director of Peterborough Prison spoke about the realities and culture of the prison he had responsibility for.

In his speech Mr Conway focused on the importance of securing the correct culture and clarity of purpose within the prison system. And he highlighted the need to secure buy-in from members of the public, politicians, prison staff



Mike Conway outlines the reality of running a privately-operated prison.

and prisoners in order to deliver on the aims of public protection, value for money and working to prevent the next victim of crime.

After a short break delegates heard from Willie McAuley from Public Protection Arrangements for Northern Ireland who indicated that managing the risk posed by sexual and violent offenders required the criminal justice system to think outside the box.

His remarks were followed by a powerful presentation from the Chief Executive of Victim Support Northern Ireland Ms Susan Reid, who challenged the criminal justice system to place



the needs of victims and witnesses at the core of their work.

Delegates were also challenged in their table groups to discuss and feedback to the conference on what they felt success for the criminal justice system would look like, based on answering a combination of compulsory and optional questions.

After lunch, attendees at the stakeholder conference heard from Bruce Robinson, Head of the Northern Ireland Civil Service, on the impact of managing local accountability.

His remarks were followed by the closing speech by Seán Aylward, Secretary General of the Department of Justice, Equality and Law Reform in Dublin who spoke of the reality of local accountability and the pressures which accompany locally accountable government structures.

The highly successful conference closed with a discussion around the proposed inspection programme for 2009-10.

A summary of the speeches given by all speakers and a copy of the draft inspection programme for the incoming year was included in a special Conference edition of *The Spec* circulated at the start of March.

Communications Strategy

The appointment of a new Chief Inspector in September 2008 provided CJI with a valuable opportunity to review its communication activity and to develop a communications strategy that could support CJI over the three years of its next Corporate Plan.

Communication is viewed as one of the core activities undertaken by the organisation as it is by effective communication that the aims, objectives, and values of the organisation are promoted. It also highlights the value the Inspectorate brings to the criminal justice system, its inspection findings and recommendations for improvement.

CJI has identified three core groups which it commenced focusing its communication activity on during 2008-09. They are key decision makers and opinion formers, the criminal justice agencies and other inspection/enforcement agencies which fall within CJI's inspection remit and its stakeholders – that is representatives of statutory, voluntary and community organisations and the public.

The Spec

Four issues of CJI's newsletter *The Spec* were published in a printed and downloadable electronic format during the financial year. In 2009, a special Conference edition of the *Spec* was circulated to speakers, stakeholders who attended the Stakeholder Conference and

invited delegates who were unable to be present on the day.

The Spec continues to be a key method of keeping stakeholders informed of the work and activities of the Inspectorate with a combined total of over 4000 copies issued during the course of the year.



CJI website development

During 2008-09 CJI introduced a new website reflecting the developing and maturing nature of the organisation. The decision to introduce a new website taken in the previous financial year, was influenced by the ever increasing number of monthly user sessions being recorded by the Inspectorate.



CJI's redesigned website became operational during 2008-09.



The site complies with accessibility requirements under s.75 of the Northern Ireland Act 1998 and has secured a WIA accessibility rating. Browsealoud – a spoken text facility – and an mechanism for increasing the text size of the website was also acquired to enhance the accessibility of the site.

New features such as

- a 'Latest News' section;
- a 'Keep me informed' section were visitors to the site can subscribe to specific areas of interest;

- a 'Frequently Asked Questions' page; and
- a site map to assist users in navigating their way around the new website were introduced as part of the new site.

Changes in technology meant that the new site allowed CJI to progress its efforts to reduce its paper consumption and usage through the use of an 'Ezine' facility. This allows the Inspectorate to automatically distribute electronic copies of Inspection Reports and copies of *The Spec* to stakeholders who have indicated their preference is to receive information electronically in an efficient and timely manner.

The new site was launched in the winter of 2008 and used to great effect to promote the 2009 Stakeholder Conference.

Work to develop an intranet site for CJI staff was put on hold until the next business year.

IT systems development

BlackBerry®

Due to the increasing workload for Inspection staff, a decision was taken to invest in BlackBerry® devices for senior management and Inspection staff. This password protected new technology which allows access to office computer terminals and emails has been found to be beneficial by all.

System security

CJI has always viewed the security of its IT systems of be of paramount importance. As part of its efforts to ensure the integrity of data held on its computer systems, the IT Systems Administrator introduced encryption software for all laptops and portable electronic devices kept off site. The encryption software ensures that data will be less at risk of compromise if an item was lost, stolen or misplaced by a staff member.

In an effort to support the Inspectorate's security procedures, CJI's Business Support Team introduced a secure waste disposal method for sensitive material. All material submitted to the locked containers stored on site are passed to a registered disposal company for destruction and a certificate of secure destruction issued to CJI.

Business Support

CJI's Business Support Team is currently made up of six members of staff.

The last financial year was again a time of change within Business Support.

The Business Support Team continues to provide a range of functions including finance, personnel, IT and inspection support. They have also continued to demonstrate flexibility and enthusiasm in support of the work of the Media and Communications Officer. The Business Support Team continue to maintain their on-going efforts to improve existing systems and processes to support CJI's Inspectors and maintain an efficient, effective organisation.

Skills for Justice

Skills for Justice continue to remain as tenants within



CJI's 7th floor office space as the organisation makes efforts to deliver the Shared Services agenda.

Skills for Justice have three staff whose role is to analyse and respond to training needs across the criminal justice sector in Northern Ireland.

Brendan McGuigan

Chief Executive and Accounting Officer

4th November 2009

CJI Audit Committee Report 2008-09



The challenges faced by CJI in the development of an effective audit committee were highlighted in last year's report and attempts have been made to overcome these in the current year.

A non-executive chairman was appointed and took up office in April 2008. Efforts however to appoint more independent auditors have proved difficult, because the extensive range of CJI's activities makes it difficult to find someone who meets the necessary criteria while guaranteeing that 'conflict of interest' would not be an issue.

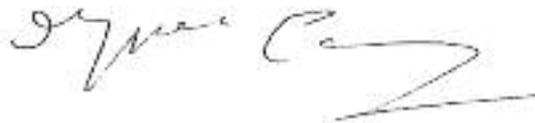
In keeping with the terms of reference, the CJI Audit Committee met twice during the reporting year: June 2008 and November 2008.

The Internal Audit Report for 2007-08 was presented at the June meeting by the audit manager from Moore Stephens who indicated the report was very good and merited a satisfactory assurance rating.

At the November meeting, two representatives from CJI's new Internal Auditors ASM Howarth were present to give an overview to the Committee of the Internal Audit Strategy. Following discussion, the plan was approved by the Audit Committee.

A discussion also took place with a representative from the Northern Ireland Audit Office who presented the Audit Strategy for year ended March 2008. The Committee also enquired if the External Audit Strategy could be presented to the Audit Committee prior to being carried out.

A representative from the NIO, CJI's sponsoring body also attended the meeting for the first time in an observer capacity.

A handwritten signature in black ink, appearing to read "Dr Willie McCarney".

Dr Willie McCarney
Chair of CJI Audit Committee
March 2009

Objectives of the Criminal Justice System in Northern Ireland



Constituents of the Criminal Justice System

The criminal justice system (CJS) in Northern Ireland comprises six main agencies:

- The Police Service of Northern Ireland (PSNI);
- The Public Prosecution Service for Northern Ireland (PPS);
- The Northern Ireland Court Service, in respect of the criminal and Coroner's courts (NICtS);
- The Northern Ireland Prison Service (NIPS);
- The Probation Board for Northern Ireland (PBNI); and
- The Youth Justice Agency (YJA).

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

The remit of the Inspectorate goes wider than these core agencies to include other regulatory agencies which interface to a greater or lesser degree with the criminal justice system.

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

The Court Service came under the remit of CJI during 2007-08 as a result of s.45 of the Justice and Security (Northern Ireland) Act 2007. Prior to this the Court Service had, with the Lord Chancellor's agreement, participated voluntarily in thematic inspections.

Ministerial responsibility

The Secretary of State for Northern Ireland is responsible for all aspects of the criminal justice system apart from:

- the Courts, which are the responsibility of the Lord Chancellor and Secretary of State for Constitutional Affairs; and
- the Public Prosecution Service, which reports to the Attorney General for Northern Ireland, though it is funded by the Secretary of State for Northern Ireland.

Ministers of those three Departments meet regularly to agree strategy for the criminal justice system. The co-ordination of criminal justice policy at official level is handled by the Criminal Justice Board, chaired by the Director of Criminal Justice in the NIO.

Government objectives for the Criminal Justice System

The policies in force are set out in the NIO's Departmental Report, which incorporates targets and objectives agreed with the Treasury as part of the Public Service Agreement (PSA) underpinning the 2004 Expenditure Review.

The main PSA targets relevant to the work of CJI are:

Objective 2

To build and sustain confidence in the effectiveness and efficiency of the police service and police oversight and accountability arrangements in Northern Ireland.

Objective 3

To promote and build confidence in a criminal justice system in Northern Ireland that is efficient, effective and responsive, through implementing the published plan of agreed changes deriving from the accepted recommendations of the review of the criminal justice system established under the Good Friday Agreement.

Objective 5

To lessen the impact of crime by working in partnership with other criminal justice agencies to maintain and develop policies aimed at preventing or reducing the threat of crime, the fear of crime, and the incidence of crime, and to provide support for the victims of crime.

Objective 6

To ensure that the supervisory and custodial sentences imposed on offenders by the courts are delivered appropriately to protect the people of Northern Ireland and help reduce the risk of re-offending.

Objective 7

To ensure a cost effective prison service.

Inspection Reports and Action Plan/Inspection Follow-Up Reviews

This section summarises the findings of the Inspection Reports published by CJI in 2008-09. During this year CJI published 10 Inspections and two Action Plan/Inspection Follow-Up Reviews⁵ fulfilling its commitment to revisit each inspection report to assess progress against recommendations made and agreed by the various agencies within the criminal justice system.

It should be noted that some major pieces of work undertaken by CJI in 2008-09 were not due to be published until 2009-10. This includes CJI's inspection on Policing with the Community in Northern Ireland, the impact of Section 75 of the Northern Ireland Act 1998 on the criminal justice system and its review of the management of life sentenced prisoners.

Belfast Harbour Police

In May 2008 CJI published its first inspection report on Belfast Harbour Police (BHP). The service is one of only nine Home Office approved independent police forces in the United Kingdom. The inspection was carried out as BHP was going through a period of significant change following the appointment of a new Chief Officer, and adoption by the Belfast Harbour Commissioners of a new policing structure for the harbour area.

Inspectors commended the organisation for the work currently on-going to develop the existing policing arrangements and the efforts made to recruit new staff - including a Chief Officer of Police – who have the skills needed to take BHP forward.

BHP had identified as its long-term aim the development of a more 'community-orientated' style of policing within the harbour estate, and



A member of Belfast Harbour Police on duty outside George Best Belfast City Airport.

had taken steps towards achieving this aim although it was at an early stage of development.

Inspectors found that work was ongoing to enhance partnership working with the PSNI as the most critical element that would improve BHP's performance in preventing and detecting crime. At an operational level, relationships between the two organisations were good. However, an overall, wide-ranging protocol did not exist and Inspectors recommended that this should be taken forward as a matter of urgency.

Incident and crime recording had previously not been systematic and BHP had identified this as an area for development. Inspectors recommended that a standardised system of incident reporting and crime recording should be implemented to enable the more effective delivery of policing services.

Bill Priestley led this inspection for CJI. It is anticipated a follow-up review to assess progress against the recommendations made will be carried out during the 2009-10 financial year.

⁵ Action Plan Reviews/Inspection Follow-Up Reviews produced during the accounting period are published electronically on CJI's website – www.cjini.org. Parliament is made aware of the content of these reports through the Annual Report and Accounts.



Woodlands Juvenile Justice Centre

Northern Ireland's only custodial facility for children was praised in CJI's inspection report of the Woodlands Juvenile Justice Centre (JJC) which was published in May 2008.

Inspectors found that Woodlands JJC which opened in January 2007, was a well-managed facility that provided many examples of good practice.

This inspection found significant progress had been made since Inspectors assessed the old centre (accommodated in the former Rathgael training school) three years beforehand.

Inspectors found that Woodlands struck a good balance between caring for difficult children, including some dangerous offenders, and addressing their offending behaviour.

The new building incorporated many positive design features that enhanced the management and care of children. Management practices, staff training and qualification levels were also much improved from 2004.

Inspectors were satisfied that education and healthcare were given a high priority, with the majority of young people improving their standard of numeracy, literacy, physical and mental health while in the centre.

However, concern was expressed in the report at the high turnover rate of children being placed in Woodlands, and the disproportionate amount of young people who came direct to the centre from residential care placements.

Inspectors recognised that efforts to address this problem were ongoing and advocated a continued inter-agency approach to dealing with this issue as it cannot be addressed by the JJC alone. CJI also recommended in its report that Woodlands improve its methods of capturing data in order to analyse the offending profile of children in custody and best meet their needs.

Overall, Inspectors found the JJC to compare favourably with other child custody facilities provided in the UK.

The inspection report made a total of 38 recommendations which will be reviewed at CJI's next full inspection which is scheduled for 2011, and also during the ongoing unannounced inspection regime that continues to apply at the JJC.

This inspection was led by Tom McGonigle.

Ash House

In June 2008 CJI and Her Majesty's Inspectorate of Prisons published a joint inspection report on Ash House, Northern Ireland's women's prison.



While staff at Ash House had made commendable efforts to mitigate the inappropriate location of a women's prison within the male young offenders centre, the report indicated the needs of female prisoners in Northern Ireland were unlikely to ever be properly met until a separate, dedicated women's facility is established.



Ash House.

Inspectors did identify a number of improvements since the last unannounced inspection was conducted in 2004, even though the inadequacies of the current arrangement remained all too apparent.

For example, the diet provided for women prisoners was geared towards the needs of young male prisoners. Inspectors also found that it was not practical to properly deliver aspects of the system such as healthcare, transport, visits and work on a single site that accommodated both male and female prisoners.

The report stated that Ash House provided too few learning and skills opportunities for female prisoners, and that there was neither a strategic nor co-ordinated approach to the delivery of education and training.

Inspectors however did note that relationships between staff and female prisoners in Ash House had improved since their previous visit. These improvements they indicated could be further enhanced by a personal officer scheme to provide support and underpin resettlement work.

Resettlement work had a relatively low priority within the facility. Inspectors found there was no resettlement team and cuts in resources had left committed staff demoralised with most resettlement work being undertaken by partner agencies rather than by prison officers.

The inspection report recognised that improvements had been made in the way care was provided to vulnerable prisoners, and the rate of self harm among women at Ash House had decreased since the last inspection.

Inspectors recommended that healthcare arrangements should be reviewed as current provision was found not to meet the needs of the female prisoners. It is expected this situation will improve with the transfer of responsibility for prisoners' healthcare to the Department for Health, Social Services and Public Safety (DHSSPS) in April 2008.

The inspection report made 154 recommendations, and the NIPS gave a commitment to dealing with them by preparing an Action Plan that would be jointly delivered by Prison Headquarters and staff based at Ash House.

Tom McGonigle was the lead Inspector from CJI involved in this inspection.

Roads Policing

An inspection report on Roads Policing was published in June 2008.

The inspection was jointly undertaken with Her Majesty's Inspectorate of Constabulary (HMIC) and was the first opportunity to collaborate with the Dublin-based Garda Síochána Inspectorate, as part of an equivalent inspection in the Republic of Ireland.



The biggest challenge, presented in the report, was to improve road safety and reduce the high numbers of deaths and serious injuries on the roads. It also highlighted that those using border roads are facing an even higher risk of death and serious injury.

Robust enforcement action was highlighted as a valuable way to make a difference in tackling speeding and impaired driving in particular. The report indicated the fear of being caught and prosecuted also needed to be elevated, especially among those high risk groups.

Inspectors expressed concern that arrangements for investigating fatal and serious Road Traffic Collisions (RTCs) were weak and recommended that a specialist crash and collision unit, accompanied by a cadre of Senior Investigating Officers, should be established.

The report also advocated greater integration of traffic and crime functions within the PSNI through increased collaboration between Road Policing officers and District Command Units.

In addition, Inspectors indicated the benefits of the significant investment in Automatic Number Plate Recognition (ANPR) vehicle tracking systems needs to be realised through seeking further expert advice and best practice.

Practical cross-border co-operation between the PSNI and An Garda Síochána as well as other Law Enforcement Agencies was helping to reduce road casualties and crime.

The PSNI demonstrated its commitment to improving current arrangements by producing an Action Plan in response to the recommendations.

James Corrigan led this inspection for CJI.

Youth Justice Agency Corporate Governance

In June 2008 CJI published an inspection report on the corporate governance arrangements within the Youth Justice Agency (YJA).

The inspection, led by CJI's John Shanks, looked at the principles, organisational structure and policies in place within the organisation, which showed a sound organisational structure existed.



It also indicated the YJA Board provided a good corporate foundation on which further growth could develop. An organisational commitment to risk management was also found at all levels within the agency.

As a result of the inspection, CJI made 11 recommendations to further enhance the sound structures and management processes which were found to exist.

The Inspectorate both welcomed and recognised the commitment shown by the Youth Justice Agency to take forward the recommendations made in this report.

Community Restorative Justice Ireland

CJI published a further inspection of the community-based restorative justice schemes operated by Community Restorative Justice Ireland (CRJI) during 2008-09 which found that improvements had been made to their way of operating.

CJI first looked at the schemes operated by CRJI in Belfast and L'Derry/Derry in 2007, and found they were operating lawfully and were engaged in work that was valued in their communities.

However, at that time Inspectors judged the CRJI schemes still had some way to go before they met the requirements of the Government Protocol. The Inspectorate's initial report recommended the schemes re-present themselves publicly to show they were a service for all sections of the community.

They were also urged to continue to distance themselves from any activities not supported by the PSNI.

When Inspectors returned to assess the schemes in 2008, they found steady progress had been made and there had been attempts made to engage more widely with the community.

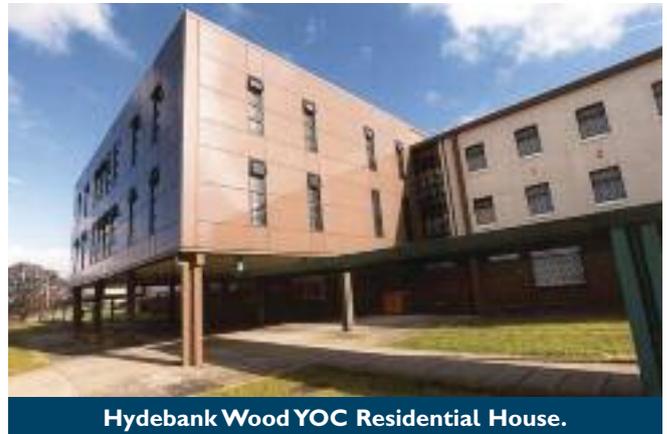
Relations between the schemes and the police were found to have improved steadily since the first inspection and the PSNI confirmed that from their point of view, the schemes were behaving correctly, and were in general, referring appropriate cases on to them.

Inspectors noted that the schemes had put in place an internal complaints procedure and while CJI welcomed this, Inspectors considered that a fully independent complaints body, reporting to the Secretary of State, should be set up in addition to the schemes' own complaints mechanism.

CJI recommended that the schemes operated by CRJI in Belfast and L'Derry/Derry, together with their two head offices, should be accredited subject to the findings of the Government's Suitability Panel.

CJI will continue to inspect the schemes on a regular basis to ensure that the rules of the Government Protocol are being adhered to.

This inspection was carried out by a team of Inspectors from CJI including Brendan McGuigan.



Hydebank Wood YOC Residential House.

Hydebank Wood YOC

Tom McGonigle from CJI joined a team of Inspectors from HM Inspectorate of Prisons to undertake a joint inspection of Hydebank Wood Young Offenders Centre (YOC).

Inspectors found Hydebank was struggling to manage the needs of remanded and sentenced young men and juveniles on a site shared with Northern Ireland's women's prison.

Their overall conclusion was that Hydebank was not performing effectively and progress had been disappointing since it was last inspected in 2005.

Inspectors criticised several aspects of the Hydebank regime, including the routine practice of all young people being handcuffed when traveling to and from court, without individual risk assessments being carried out.

Concerns were also raised in the report published in July 2008 about the condition and treatment experienced by young people, especially juveniles, in the YOC reception facility.

Inspectors noted there was a relatively low incidence of self harm among young people in custody at the YOC, but were concerned that incidents of bullying were not being robustly challenged. No staff training had been carried out in respect of how to address bullying behaviour.

Concerns were also expressed about the quality of food, the opportunities for young people to exercise outdoors, and the fact that opportunities for work, learning and skills development were limited.

The report indicated that while those young people allocated an activity spent a reasonable amount of time out of their cells, many others spent most of the day locked up.

Inspectors also found there was no strategic approach to delivering education and training, and that activities were not sufficiently well co-ordinated. Education and training places were under-utilised, even though waiting lists existing for most courses.

Resettlement arrangements at the YOC had suffered with cuts in resources which left staff demoralised, and there was no resettlement team or resettlement culture in place at the facility.

This inspection report made 182 recommendations. The Northern Ireland Prison Service gave a commitment to addressing them by preparing an Action Plan that would be jointly delivered by Prison Headquarters and Hydebank Wood YOC.

Approved Premises

In July 2008 CJI published an inspection report which confirmed the hostels that accommodate offenders in Northern Ireland were making a significant contribution to public protection arrangements.

These six hostels, which are officially known as Approved Premises, were traditionally used to accommodate homeless offenders. They are operated by organisations in the voluntary and community sector and over the years, their role has shifted and each is now more closely

involved in the supervision and monitoring of offenders.

The inspection report confirmed that these facilities cannot and should not replicate prison within the community. However, they play a valuable and important role in assisting in the assessment and management of the risks posed by offenders whom the courts – and other agencies – have decided should be released from prison.

The report recognised risk management was taken extremely seriously by each of the Approved Premises and Inspectors identified good practice in managing difficult people - some of whom could pose a risk to the public.

In an effort to further strengthen the existing system, CJI recommended that discussions take place in relation to the future shape of the Approved Premises estate, as their geographical spread was uneven.

CJI also suggested in its report that each of the Approved Premises should develop a statement of purpose in discussion with the Probation Board, the Prison Service and the Housing Executive who commission their services.

These statements of purpose would help clarify roles and management arrangements, capacity and access criteria, accreditation status and the level of funding the premises receive.

The report made a total of 19 recommendations which will be revisited at the next full inspection, supplemented in the interim by an unannounced inspection regime that has been agreed will commence during 2009.

This inspection was led by Tom McGonigle.

Royal Mail Group

CJI published an inspection report on the investigative function of the Royal Mail Group (RMG) in July 2008. The group investigates crime against its four business units and Inspectors found the small Northern Ireland-based investigations team to be an effective and efficient unit.



Inspectors found that case files were of good quality, investigations were being carried out to a professional standard by skilled investigators and robust, extensive quality assurance systems had been applied for over two years. Case files prepared by investigators in Northern Ireland compared favourably with files from other areas the United Kingdom served by RMG.

However, there were anomalies in case outcomes between Northern Ireland and other parts of the UK. There were fewer custodial outcomes in Northern Ireland cases, and whilst direct comparison was difficult because of the low case numbers, a higher percentage had been dealt with by way of caution.

Inspectors also found the method of submitting cases to the Public Prosecution Service for Northern Ireland (PPS) was cumbersome as cases were initially submitted to the PSNI for onward transmission to the PPS for a prosecutorial decision. This complex system increased the risk of delay and opportunities for case files to be mislaid. It also hindered the flow of information regarding prosecutorial decisions between the PPS and RMG investigators. Inspectors recommended that RMG establish a direct method of presenting case files to the PPS for a prosecution decision.

The report also suggested that RMG and the PSNI review their current joint working arrangements to produce a Memorandum of Understanding (MoU) to formalise communication arrangements between the two organisations.

This inspection was led by Bill Priestley.

As with all CJI inspections, a follow-up review will be carried out about 18 months after the publication of the original inspection report.

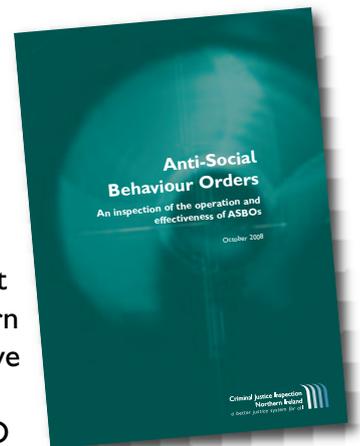
Anti-Social Behaviour Orders (ASBOs)

In October 2008 CJI published a report which, for the first time, examined the operation and effectiveness of Anti-Social Behaviour Orders (ASBOs) in Northern Ireland.

The inspection looked at how the police, Northern Ireland Housing Executive (NIHE) and 26 local councils had made ASBO applications and undertaken their responsibilities since the legislation was introduced in Northern Ireland in 2004.

Overall the inspection, which was led for CJI by Rachel Tupling, found that there was a sensible approach demonstrated to the introduction of ASBOs in Northern Ireland.

CJI found the agencies involved had, in general, used a graduated approach to ASBOs, with alternative methods of dealing with anti-social behaviour also being considered and used where appropriate.



ASBOs were generally applied for after anti-social behaviour had been occurring for more than six months, during which time, other methods of addressing the behaviour may have been tried without success.

Inspectors also found that in the main, agencies sought ASBOs after a pattern of anti-social behaviour was observed, rather than in response to a single incident.

The inspection found that the implementation of ASBOs has provided a further opportunity for regular discussion to occur between agencies on anti-social behaviour and how these issues can be addressed at local level.

However, Inspectors recommended that these discussions should be extended to include other partner agencies such as the Youth Justice Agency, Probation Board, Social Services, Health Trusts and Education and Library Boards, so that a collaborative, holistic approach to addressing anti-social behaviour could be adopted.

At the time of the inspection, some weaknesses existed in connection with the collection and monitoring of information on the effectiveness of ASBOs which needed improvement.

The collation of accurate, timely information around the number of times breaches occur, coupled with information surrounding the successfulness of alternative methods of dealing with anti-social behaviour, would be beneficial in helping assess the effectiveness of ASBOs as a method of addressing anti-social behaviour.

ACTION PLAN/INSPECTION FOLLOW-UP REVIEWS

Benefit Investigation Service of the Social Security Agency

The findings of a follow-up review of the Social Security Agency's (SSA's) Benefit Investigation Service were published by CJI during the 2008-09 financial year.



The review which was led by John Shanks, assessed progress made by the SSA's Benefit Investigation Service (BIS) to progress the recommendations made in CJI's original inspection report published in 2006.

Inspectors who returned to examine the progress made found that 15 of CJI's 18 recommendations had been achieved with work on-going in respect of two others. Developments within the SSA meant that the final outstanding recommendation could be set aside as it had been superseded by other improvements.

As part of its work, the Benefit Investigation Service had carried out a review of its business and brought in statisticians to develop a systematic model to help the unit prioritise cases for investigation.

This improved the way BIS handled its workload and ensured it made the best use of the resources and information it had available to tackle benefit fraud. Results and intelligence information were also regularly analysed to identify any emerging trends or risks.

Inspectors also found that in the intervening two years since the initial inspection, BIS had become more closely integrated with the Social Security Agency.

Work was also ongoing through the production of policies, plans, presentations and promotional material to raise awareness of benefit fraud, and the need for all staff to play their part in addressing it.

At the time of publication, the commitment and effort demonstrated by the Benefit Investigation Service was welcomed by the Chief Inspector of Criminal Justice.

PSNI Scientific Support Services

The second joint review by CJI and HMIC of Scientific Support Services in



the PSNI was published during 2008-09. The report assessed improvements made by the PSNI since the previous review and inspection.

Steady progress was demonstrated across many of the recommendations.

Inspectors found that critical policies such as those dealing with the management and co-ordination of crime scenes and the storage, retention, weeding and destruction of property had been reviewed and made available to officers via the PSNI's intranet site.

Inspectors welcomed the fact that two forensic officers were involved in providing training at the Police College.

The main areas for attention by the PSNI centred around improving the management of property so that quality control and continuity of evidence is of a consistently high corporate standard.

The report also called for a strengthening of the relationship with FSNI to deliver a more effective and efficient service to the criminal justice system.

Inspectors urged the Police Service to develop a more corporate approach to training, and to enhance the communication processes within the various Scientific Support Units.

CJI's James Corrigan participated in this inspection.

Remuneration Report

Remuneration Policy

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

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

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

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

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

Seconded Northern Ireland Office staff are remunerated by the Northern Ireland Office in accordance with departmental pay agreements and although fully recharged to the Office of Criminal Justice Inspection, the seconding department remains the permanent employer with responsibility for their pay, allowances and pension.

Service Contracts

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

Unless otherwise stated below, the officials covered by this report 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 can be found at www.civilservicecommissioners.gov.uk

Salary and Pension Entitlements

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

Remuneration (audited information)

	2008-09		2007-08	
	Salary £'000	Benefits in kind (to nearest £100)	Salary £'000	Benefits in kind (to nearest £100)
Mr K Chivers Chief Inspector (1 April 2008- 31 August 2008)	40 - 45 (95 - 100 FTE)	17,500	90 - 95	16,100
Dr M Maguire Chief Inspector (1 Sept 2008 – 31 March 2009)	60 - 65 (110 - 115 FTE)		N/A	N/A
Mr B McGuigan** Deputy Chief Inspector	65 - 70		65 - 70	

** Please note the Deputy Chief Inspector is also the Chief Executive and Accounting Officer.

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

Benefit-in-kind

The benefit-in-kind paid to the outgoing Chief Inspector relates to an amount paid in lieu of pension contributions.

Civil Service Pensions (audited information)

Name	Accrued pension at pension age as at 31/03/09 and related lump sum	Real increase in pension and related lump sum at pension age	CETV at 31/03/09	CETV at 31/03/08	Real increase in CETV
	£'000	£'000	£'000	£'000	£'000
Mr B McGuigan	5-10	0-2.5	100	80	16

Pension benefits are provided through the Civil Service Pension arrangements. From 30 July 2007, civil servants may be in one of four defined benefit schemes; either a 'final salary' scheme (**classic**, **premium**, or **classic plus**); or a 'whole career' scheme (**nuvos**). These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under **classic**, **premium**, **classic plus** and **nuvos** are increased annually in line with changes in the Retail Prices Index (RPI). Members joining from October 2002 may opt for either the appropriate defined benefit arrangement or a good quality 'money purchase' stakeholder pension with a significant employer contribution (**partnership** pension account).

Employee contributions are set at the rate of 1.5% of pensionable earnings for **classic** and 3.5% for **premium**, **classic plus** and **nuvos**. Benefits in **classic** accrue at the rate of 1/80th of final pensionable earnings for each year of service. In addition, a lump sum equivalent to three years' pension is payable on retirement. For **premium**, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike **classic**, there is no automatic lump sum. **Classic plus** is essentially a hybrid with benefits in respect of service before 1 October 2002 calculated broadly as per **classic** and benefits for service from October 2002 calculated as in **premium**. In **nuvos** a member builds up a pension based on his pensionable earnings during their period of scheme membership. At the end of the scheme year (31 March) the member's earned pension account is credited with 2.3% of their pensionable earnings in that scheme year and the accrued pension is uprated in line with RPI. In all cases members may opt to give up (commute) pension for lump sum up to the limits set by the Finance Act 2004.

The **partnership** pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 3% and 12.5% (depending on the age of the member)

into a stakeholder pension product chosen by the employee from a panel of three providers. The employee does not have to contribute but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.8% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement). The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age. Pension age is 60 for members of **classic**, **premium** and **classic plus** and 65 for members of **nuvos**.

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

Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The figures include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their

purchasing additional pension benefits at their own cost. CETVs are calculated within the guidelines and framework prescribed by the Institute and Faculty of Actuaries and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are drawn.

Real increase in CETV

This reflects the increase in CETV effectively funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

Details of pensions within Accounting Policies can be located at paragraph 1(h) of Note 1 to the Accounts (see page 52)

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

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

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

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

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



Brendan McGuigan

Chief Executive and Accounting Officer

4th November 2009

Statement of Internal Control

Scope of Responsibility

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

The purpose of the system of internal control

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

The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of CJI's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in CJI for the year ending 31 March 2009 and up to the date of approval of the annual report and accounts, and accords with Treasury guidance.

Capacity to handle risk

Responsibility for risk management within CJI previously rested with NIO staff. It currently rests with the Business Manager who has attended and will attend future risk management training and seminars to keep up to date with developments within that sector of management. A risk management strategy has been developed and communicated to all staff within CJI who will be trained to manage risks in a way appropriate to their responsibilities and duties.

The risk and control framework

In order to ensure risk management is effective, a risk register has been prepared, which includes all identifiable risks and prioritises them by likelihood and impact. Each risk has been assigned an owner who will be responsible for ensuring that the necessary actions are taken within a timescale. The risk register will be reviewed and updated accordingly.

The control framework is based on:

- the examination of financial management reports produced by Financial Services Division of the NIO;
- the review of financial procedures including the segregation of duties in particular in connection with payment processing;
- an established system of financial planning and budgeting with the annual budget agreed with the NIO; and
- a report by the internal auditors appointed by CJI who carried out an audit of its systems in January 2009.

Review of Effectiveness

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

I am in the process of implementing recommendations made by the internal auditors to address weaknesses and ensure continuous improvement of the systems in place.

Current systems in place include the following:

- regular reviews by senior management of risks at all levels within CJI;
- establishment of key performance and risk indicators;
- annual internal audit reviews conducted by independent auditors to test the adequacy and effectiveness of systems of internal control as defined in the Government Internal Audit Manual; and
- an Audit Committee has been established which meets twice each year.



Brendan McGuigan

Chief Executive and Accounting Officer

4th November 2009

Section Two

Accounts 2008-09

The Certificate and Report of the Comptroller and Auditor General to the House of Commons

I certify that I have audited the financial statements of the Chief Inspector of Criminal Justice for the year ended 31 March 2009 under the Justice (Northern Ireland) Act 2002. These comprise the Operating Cost Statement, the Balance Sheet, the Cash Flow Statement and Statement of Recognised Gains and Losses and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

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

The Chief Inspector of Criminal Justice and Chief Executive as Accounting Officer are responsible for preparing the Annual Report, which includes the Remuneration Report, and the financial statements in accordance with the Justice (Northern Ireland) Act 2002 and directions made thereunder by the Secretary of State for Northern Ireland and for ensuring the regularity of financial transactions. These responsibilities are set out in the Statement of Chief Inspector of Criminal Justice's and Chief Executive's Responsibilities.

My responsibility is to audit the financial statements and the part of the Remuneration Report to be audited in accordance with relevant legal and regulatory requirements, and with International Standards on Auditing (UK and Ireland).

I report to you my opinion as to whether the financial statements give a true and fair view and whether the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with the Justice (Northern Ireland) Act 2002 and directions made thereunder by the Secretary of State for Northern Ireland. I report to you whether, in my opinion, the information, which comprises the Management Commentary included in the Annual Report is consistent with the financial statements. I also report whether in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

In addition, I report to you if the Chief Inspector of Criminal Justice has not kept proper accounting records, if I have not received all the information and explanations I require for my audit, or if information specified by HM Treasury regarding remuneration and other transactions is not disclosed.

I review whether the Statement on Internal Control reflects the Chief Inspector of Criminal Justice's compliance with HM Treasury's guidance, and I report if it does not. I am not required to consider whether this statement covers all risks and controls, or form an opinion on the effectiveness of the Chief Inspector of Criminal Justice's corporate governance procedures or its risk and control procedures.

I read the other information contained in the Annual Report and consider whether it is consistent with the audited financial statements. This other information comprises the Chief Inspector's Report, the CJI Audit Committee Report, Objectives of the Criminal Justice System in Northern Ireland,

Inspection Reports and Action Plan Reviews/Inspection Follow-Up Reviews and the unaudited part of the Remuneration Report. I consider the implications for my report if I become aware of any apparent misstatements or material inconsistencies with the financial statements. My responsibilities do not extend to any other information.

Basis of audit opinions

I conducted my audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. My audit includes examination, on a test basis, of evidence relevant to the amounts, disclosures and regularity of financial transactions included in the financial statements and the part of the Remuneration Report to be audited. It also includes an assessment of the significant estimates and judgments made by the Chief Inspector of Criminal Justice and Accounting Officer in the preparation of the financial statements, and of whether the accounting policies are most appropriate to the Chief Inspector of Criminal Justice's circumstances, consistently applied and adequately disclosed.

I planned and performed my audit so as to obtain all the information and explanations which I considered necessary in order to provide me with sufficient evidence to give reasonable assurance that the financial statements and the part of the Remuneration Report to be audited are free from material misstatement, whether caused by fraud or error, and that in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them. In forming my opinion I also evaluated the overall adequacy of the presentation of information in the financial statements and the part of the Remuneration Report to be audited.

Opinions

In my opinion:

- the financial statements give a true and fair view, in accordance with the Justice (Northern Ireland) Act 2002 and directions made thereunder by the Secretary of State for Northern Ireland, of the state of the Chief Inspector of Criminal Justice's affairs as at 31 March 2009 and of its net operating cost, recognised gains and losses and cash flows for the year then ended;
- the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with the Justice (Northern Ireland) Act 2002 and directions made thereunder by the Secretary of State for Northern Ireland; and
- information, which comprises the Management Commentary, included within the Annual Report, is consistent with the financial statements.

Opinion on Regularity

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

Report

I have no observations to make on these financial statements.

Amyas C E Morse
Comptroller and Auditor General

15th December 2009

National Audit Office
151 Buckingham Palace Road
Victoria
London
SW1W 9SS

Operating Cost Statement for the year ended 31 March 2009

	Note	Year ended 31 March 2009 £	Year ended 31 March 2008 £
Operating expenditure			
Staff Costs	3	852,004	817,376
Other operating expenses	4	498,427	490,179
Depreciation	6	65,853	61,813
Notional Costs	5	10,259	17,746
Permanent diminution	6	1,528	743
Total operating expenditure		1,428,071	1,387,857
Credit in respect of notional costs and cost of capital	5	(10,259)	(17,746)
Net operating cost for the year		1,417,812	1,370,111

Statement of recognised Gains and Losses for the year ended 31 March 2009

		2009 £	2008 £
Net gain on revaluation of fixed assets	12	9,284	10,921
Realised element of depreciation transferred to general fund	12	(4,853)	(3,365)
Recognised gains for the year		4,431	7,556

The notes on pages 51 to 60 form part of this account.

Balance sheet as at 31 March 2009

	Note	31 March 2009	31 March 2008
		£	£
Fixed assets			
Tangible Assets	6	308,667	354,817
		<u>308,667</u>	<u>354,817</u>
Current assets			
Cash	7	101,324	2,405
Prepayments	8	17,535	20,193
Debtors	9	-	-
		<u>118,859</u>	<u>22,598</u>
Current liabilities			
Creditors due within one year	10	(166,399)	(86,760)
		<u>(47,540)</u>	<u>(64,162)</u>
Net current assets/(liabilities)			
		<u>(47,540)</u>	<u>(64,162)</u>
Total assets less liabilities		261,127	290,655
		<u><u>261,127</u></u>	<u><u>290,655</u></u>
Financed By:			
Capital and Reserves			
General Fund	11	223,277	257,236
Revaluation reserve	12	37,850	33,419
		<u>261,127</u>	<u>290,655</u>
		<u><u>261,127</u></u>	<u><u>290,655</u></u>

Signed on behalf of the Office of the Chief Inspector of Criminal Justice in Northern Ireland.



Brendan McGuigan
Chief Executive and Accounting Officer
 4th November 2009

The notes on pages 51 to 60 form part of this account.

Cash flow statement for the year ended 31 March 2009

	Note	2008-09	2007-08
		£	£
Net cash outflow from continuing operating activities	13	(1,268,134)	(1,287,428)
Capital expenditure			
Payments to acquire fixed assets	6	(11,947)	(12,396)
Cash outflow before Financing		(1,280,081)	(1,299,824)
Financing			
Grant-in-aid	2	1,379,000	1,200,000
Increase/(Decrease) in cash	7	(98,919)	(99,824)



Brendan McGuigan
 Chief Executive and Accounting Officer
 4th November 2009

The notes on pages 51 to 60 form part of this account.

Notes to the Accounts

1. Accounting Policies

(a) Basis of accounts

The financial statements have been prepared on an accruals basis in accordance with the Accounts Direction given by the Secretary of State for Northern Ireland under paragraph 6 of Schedule 8 of the Justice (Northern Ireland) Act 2002 and the requirements of the Government Financial Reporting Manual (FRM). The accounts are prepared using the historic cost convention modified by the inclusion of fixed assets at current cost.

(b) Accounting conventions

The accounts meet:

- the accounting and disclosure requirements of the Companies NI Order to the extent that such requirements are appropriate to CJI and are in line with the requirements of the Accounts Direction;
- standards issued by the Accounting Standards Board;
- disclosure and accounting requirements of the Treasury; and
- the requirements of the Accounts Direction and the Financial Memorandum issued to CJI by the Secretary of State for Northern Ireland.

(c) Income

CJI is funded by Grant-in-aid from the NIO, request for resources 1.

(d) Fixed assets

Assets (both tangible and intangible) are capitalised as Fixed Assets if they are intended for use on a continuous basis and their original purchase cost, on an individual or grouped basis, is £1,000 or more. Fixed Assets are valued at current replacement cost by using the Price Index Numbers for Current Cost Accounting published by the Office for National Statistics. Any surplus on revaluation is credited to the Revaluation Reserve. A deficit on revaluation is debited to the Income and Expenditure Account if the deficit exceeds the balance on the Revaluation Reserve.

(e) Depreciation

Depreciation is provided on all Fixed Assets on a straight-line basis to write off the cost or valuation evenly over the asset's anticipated life as follows:

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

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

(f) Notional charges

A notional charge, reflecting the cost of capital utilised by CJI, is included in the operating costs. The charge is calculated at the Government's standard rate of 3.5% in real terms using the average net book values of the assets and liabilities.

In addition, the accounts reflect a notional charge in respect of services provided by the NIO on behalf of CJI. The calculation is based on a formula for unit cost per person multiplied by CJI's staff numbers.

(g) Value added tax

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

(h) Pensions

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

2. Income

	Year ended 31 March 2009 £	Year ended 31 March 2008 £
HMG		
Grant-in-aid received from the Northern Ireland Office, Request for resources 1, for revenue expenditure	1,367,053	1,187,604
HMG		
Grant-in-aid received from the Northern Ireland Office, Request for resources 1, for capital expenditure	11,947	12,396
Total Grant-in-aid received	<u>1,379,000</u>	<u>1,200,000</u>

CJI is funded through Grant-in-aid.

3. Staff Costs and Numbers

(a) Chief Inspector's remuneration

Chief Inspector – K Chivers (1 April 2008 – 31 August 2008)

During the year, the former Chief Inspector's remuneration was £114,303 (£110,562 in 2007-08). Remuneration was on a pro rata basis for the period stated above.

The former Chief Inspector was not a member of the Principal Civil Service Pension Scheme.

Chief Inspector – Dr M Maguire (1 September 2008 – present)

During the year, the current Chief Inspector's remuneration was £110,000. Remuneration was made on a pro rata basis.

The Chief Inspector is not a member of the Principal Civil Service Pension Scheme.

(b) Staff costs incurred during the period were as follows

	Year ended 31 March 2009 £	Year ended 31 March 2008 £
Amounts payable in respect of directly employed staff of CJI:		
Salaries and emoluments	643,648	593,747
Social security contributions	55,855	55,919
Pension contributions	124,655	114,313
Total direct employee staff costs	<u>824,158</u>	<u>763,979</u>
Amounts payable in respect of staff on secondment	<u>27,846</u>	<u>53,397</u>
Total Staff Costs	<u>852,004</u>	<u>817,376</u>

CJI meets all the staff costs for seconded staff as these are incurred. Although these costs are fully re-charged to CJI, the seconding organisation remains the permanent employer with responsibility for their pay, allowances and pension.

(c) The average number of full time equivalent persons employed during the period was as follows:

	2009	2008
Directly employed by CJI staff		
Management	2	2
Inspectors	5.75	6.75
Inspection Support	2	1.25
Media and Communications	1	1
IT Systems Administrator	1	1
Business Support	2	1
Personal Assistant	1	1
Seconded		
Business Manager	1	1
Total	15.75	15

The Principal Civil Service Pension Scheme (PCSPS) is an unfunded multi-employer defined benefit scheme but CJI is unable to identify its share of the underlying assets and liabilities. The scheme actuary valued the scheme as at 31 March 2003. Details can be found in the resource accounts of the Cabinet Office: Superannuation (www.civilservice-pensions.gov.uk).

For 2008-09 employers' contributions of £114,010 (2007-08: £114,313) payable to PCSPS (NI) at one of four rates in the range of 16.5% to 23.5 % (2007-08 16.5% to 23.5%) and PCSPS at one of four rates in the range 17.1% to 25.5 % (2007-08: 17.1% to 25.5 %) of pensionable pay, based on salary bands. The scheme's Actuary reviews employer contributions every four years following a full scheme valuation. During 2007-08 the salary bands were revised but the rates for 2008-09 remained the same.

Additional pension contributions of £10,645 were paid from 01/09/08 to 31/03/09 on behalf of the Chief Inspector to a personal pension scheme not linked to the PCSPS or PCSPS (NI).

The contribution rates are set to meet the cost of the benefits accruing during 2008-09 to be paid when the member retires, and not the benefits paid during this period to existing pensioners.

The remuneration report on pages 38 to 41 contains detailed pension information.

4. Other operating expenses

	Year ended 31 March 2009 £	Year ended 31 March 2008 £
Inspections	75,896	89,735
Conference fees	22,339	35,199
Printing, stationery, postage and publications	97,594	85,282
Repairs and maintenance	3,559	4,433
Accommodation	190,454	178,064
Computer consumables	25,206	23,632
Professional advisers	29,837	28,682
Hire of equipment	2,563	1,718
Other equipment and expenses	9,573	10,553
Training	15,006	2,459
Hospitality	3,018	4,079
Travel and subsistence	17,382	20,843
Audit	6,000	5,500
	<u>498,427</u>	<u>490,179</u>

5. Notional costs

	Year ended 31 March 2009 £	Year ended 31 March 2008 £
Cost of capital	7,841	11,128
Notional administration costs	-	-
Notional personnel costs	2,418	6,618
	<u>10,259</u>	<u>17,746</u>

The notional administration and personnel costs relate to services provided by the NIO.

6. Tangible fixed assets

	Refurbishment Costs £	Furniture and Fittings £	Office Equipment £	Computer Equipment £	Total £
Cost at 1 April 2008	452,124	35,912	28,238	60,192	576,466
Additions	-	-	-	11,947	11,947
Disposals	-	-	-	-	-
Revaluation	14,987	1,190	796	(5,873)	11,100
Cost at 31 March 2009	467,111	37,102	29,034	66,266	599,513
Depreciation at 1 April 2008	163,893	8,716	9,020	40,020	221,649
Provided during the year	44,467	2,394	5,647	13,345	65,853
Depreciation on disposals	-	-	-	-	-
Backlog depreciation	6,907	368	414	(4,345)	3,344
Depreciation at 31 March 2009	215,267	11,478	15,081	49,020	290,846
Net Book Value at 31 March 2009	251,844	25,624	13,953	17,246	308,667
Net Book Value at 31 March 2008	288,231	27,196	19,218	20,172	354,817

Payments to Acquire Fixed Assets:

	£
Additions	11,947
Change in capital accrual	-
Less asset purchased last year but excluded from listing	-
Amount paid in period	11,947

7. Cash in bank

	31 March 2009	31 March 2008
	£	£
Cash in Bank	101,324	2,405
	<u>101,324</u>	<u>2,405</u>

8. Prepayments

	31 March 2009	31 March 2008
	£	£
Accommodation	13,072	13,072
Other	4,463	7,121
	<u>17,535</u>	<u>20,193</u>

9. Debtors

	31 March 2009	31 March 2008
	£	£
Debtors	-	-

10. Creditors due within one year

	31 March 2009	31 March 2008
	£	£
Accruals	73,050	7,010
Capital Accruals	-	-
Other Creditors	93,349	79,750
	<u>166,399</u>	<u>86,760</u>

11. Reconciliation of general fund

	General Fund £
Opening balance at 1 April 2008	257,236
Grant-in-aid received to fund capital expenditure	11,947
Grant-in-aid to fund revenue expenditure	1,367,053
Transfer from Operating Cost Statement	(1,417,812)
Transfer from revaluation reserve	4,853
Balance at 31 March 2009	223,277

12. Revaluation reserve

	2009 £	2008 £
Balance at 1 April 2008	33,419	25,863
Gain on revaluation	16,973	16,995
Backlog depreciation on revaluation upwards	(7,689)	(6,074)
Realised element of depreciation transferred to general fund	(4,853)	(3,365)
Balance at 31 March 2009	37,850	33,419

13. Reconciliation of result for the period to net cash flow from operating activities

	2009 £	2008 £
Result for the year	(1,428,071)	(1,387,857)
Depreciation	65,853	61,813
Diminution in fixed assets	1,528	743
Loss on disposal of fixed assets	-	-
Notional costs	10,259	17,746
Change in debtors	2,658	(198)
Change in accruals and other creditors	79,639	20,325
Net cash flow from operating activities	(1,268,134)	(1,287,428)

14. Capital commitments

At 31 March 2009 there were no capital commitments contracted for.

15. Commitments under operating leases

Payable in the following year relating to operating leases that expire:

	Buildings	Other	Total £
Within one year	-	-	-
Between one and five years	-	2,008	2,008
After 5 years	87,835	-	87,835
TOTAL	87,835	2,008	89,843

16. Contingent liabilities

There were no contingent liabilities at 31 March 2009.

17. Post balance sheet events

There were no post balance sheet events to report.

The Annual Report and Accounts were authorised for issue on the same date the Comptroller and Auditor General certified the accounts.

18. Related party transactions

CJI is a Non Departmental Public Body (NDPB) and is sponsored by the NIO. The NIO is regarded as a related party. During the accounting period CJI has had various material transactions with the NIO. In addition, CJI has had various transactions with other government departments and with HM Chief Inspector of Prisons.

None of the managerial staff of CJI has undertaken any material transactions with CJI during the year ended 31 March 2009.

19. Losses and special payments

There were no losses or special payments during the 12 months ended 31 March 2009.

20. Financial Instruments

FRS29, Financial Instruments: Disclosures, requires disclosure of the role which financial instruments have had during the year in creating or changing the risks an entity faces in undertaking its activities. Due to the non-trading nature of its activities and the way in which Non-Departmental Public Bodies are financed, CJI is not exposed to the degree of financial risk faced by business entities. Moreover, financial instruments play a much more limited role in creating or changing risk than would be typical of the listed companies to which FRS29 mainly applies. CJI has no powers to borrow or invest surplus funds and has limited end year flexibility. Financial assets and liabilities are generated by day-to-day operational activities and are not held to change the risks facing CJI in undertaking its activities.

As permitted by FRS29, debtors and creditors which mature or become payable within 12 months from the balance sheet date have been excluded from this disclosure.

Liquidity risk

CJI is financed by the NIO and is accountable to Parliament through the Secretary of State for Northern Ireland and is therefore not exposed to significant liquidity risk.

Interest rate risk

All financial assets and financial liabilities of CJI carry nil rates of interest and are therefore not exposed to interest rate risk.

Currency risk

CJI does not trade in foreign currency and therefore has no exposure to foreign currency risk.

Fair values

The book values and fair values of CJI's financial assets and financial liabilities as at 31 March 2009 are set out below:

Primary financial instruments

	Book value	Fair value
	£	£
Financial assets:		
Cash at bank	101,324	101,324
Financial liabilities:		
None	N/A	N/A

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