



Inspectorate
Ministry of Justice and Security

Work Programme 2019

Implementation of the Multi-annual programme 2018-2020

Index

	Preface	3
1	Implementation of the Multi-annual programme for 2019	4
1.1	Introduction	4
1.2	Programming of supervision for 2019	7
1.2.1	Migration	7
1.2.2	Police	8
1.2.3	Youth	10
1.2.4	Implementation of Sanctions	12
1.2.5	Safety	13
1.2.6	Security	15
1.2.7	Social domain	16
	Appendix: Trajectory: key points	



Preface

The objective of the monitoring carried out by the Inspectorate of Justice and Security is to contribute to a safe and just society. In that respect, the Inspectorate plays an important role. Nevertheless, I am also aware of the vulnerability of that role. The independent judgement of the Inspectorate and the quality of the products it provides must be beyond all doubt and reproach. For that reason, my Inspectorate is actively working on developing the organisation further and on enriching its investigation process based on the key principles of professionalism, quality, independence and the safeguarding thereof.

This Work programme is the concrete implementation of our Multi-annual programme for 2018-2020, outlining plans for the second year of our trajectory, namely 2019. In addition to a number of significant reports, the Inspectorate has taken meaningful strides toward the enrichment and tightening of its investigation process, the establishing of data-driven monitoring and the realisation of a new organisational structure. In 2019, the Inspectorate will be continuing its efforts to achieve further development and quality improvement. This continued development will allow us, as an Inspectorate, to make an even more effective contribution to achieving the social task we face. High-quality investigations and indicators that can be recognised and acknowledged by the community and that contribute to making improvements. In short, it's about supervision that makes a difference!

J.G. Bos
Inspector general



1

Implementation of the Multi-annual programme for 2019

1.1 Introduction

The supervision carried out by the Inspectorate is aimed at the improvement of the responsibilities carried out by the organisations within the domain of justice and security. The Inspectorate has determined its trajectory for the next few years in the Multi-annual programme for 2018-2020. In concrete terms, the trajectory means that the Inspectorate wishes to advance the learning capacity of the organisations it supervises. In addition, the Inspectorate will be focusing more explicitly on chains and networks and establishing a more established role in relation to incidents and providing regular reviews. The organisation's focus on these aspects will be crystallised in the action plans drawn up by the Inspectorate for each investigation.

Monitoring of chains and networks

The domain of justice and security is broad, involves extensive implementation and is politically vulnerable. Within this domain, organisations are charged with responsibility of addressing social issues and responding to strategic challenges. For that reason, the 'Justice and Security is changing' (JenV verandert) programme focuses on a number of key elements, including the task-oriented approach and a primary focus on networks and chains. Supervision identifies successes, but also flags problems and risks in implementation. In the context of the social tasks carried out by the Ministry of Justice and Security, the Inspectorate has increasingly begun focusing its monitoring activities on chains and networks with the domain of justice and security. Section 1.2 will focus on this aspect in greater detail.

Developments in supervisory activities

In 2019 the Inspectorate plans to increase focus on victim care. In recent years, the position victims of crimes has become far more visible. The Inspectorate intends to review in which way it is able to monitor the victims' rights arising from the EU Directive, and how they function in practice.

It will also assess whether its supervisory activities would be able to contribute to improving lead times in the criminal justice system and the quality of the responsibilities that are executed within the judicial juvenile justice system.

In addition, the Inspectorate, acting under its remit to monitor cybersecurity, intends to carry out systematic supervision of the 'hacking powers' of the police. The



Inspectorate is currently assessing its role in relation to the controlled marijuana cultivation experiment launched under the Coalition Agreement (2017).

Monitoring aspects

In its supervisory activities, the Inspectorate will be focusing on the quality of performance of duties, with a number of aspects being involved in all investigations as much as possible in the years to come. This involves:

- Resources: do the monitored organisations have the right people, resources and qualifications at their disposal to carry out their (statutory) duties?
- Governance: has the management method led to the envisaged result?
- Cooperation: how effectively do organisations with a network/chain work together and is the quality of that partnership?
- Information management: is the data within an organisation correct, up to date, complete and does it contribute to the envisaged goals of the organisation(s)?

At present, the Inspectorate includes these aspects in its action plans and investigations to a certain degree, however, in the future, they will be included all investigations carried out by the Inspectorate where possible.

Regular reviews and the State of the sector

In 2013 the Scientific Council for Government Policy¹ made the recommendation to all regulatory authorities to regularly draw up a report on the 'State of the Sector' that was accessible to the public. After all, regulatory authorities find themselves in the unique position of identifying risks and threats at an early state in the event the public interests are at stake.

In the Multi-annual Programme, the Inspectorate announced to wish to publish regular reviews and 'State of ...' reports more often. Regular reviews are investigations of a recurring nature that have no fixed subject or frequency. A 'State of...' report is drafted using a previously appointed theme or will focus on the key themes within organisation or a sector itself, following the drafting of various regular reviews.

The regular reviews are drawn up based on thematic investigations, incident investigations and information from the basic monitor. To this end, the Inspectorate, working in close consultation with the sectors, is working toward the realisation of an accurate image of (incident) reports. This allows the Inspectorate to identify risks and threats more effectively in cases where public interests are at stake. The Inspectorate collects quantitative and qualitative data on its supervision areas in the basic monitor in order to gain more understanding of performance, developments and trends. In 2019, the Inspectorate will be taking further steps toward developing this basic monitor and, as such, toward developing data-driven supervision.

¹ Supervising public interests Towards a broader perspective on government supervision (2013).

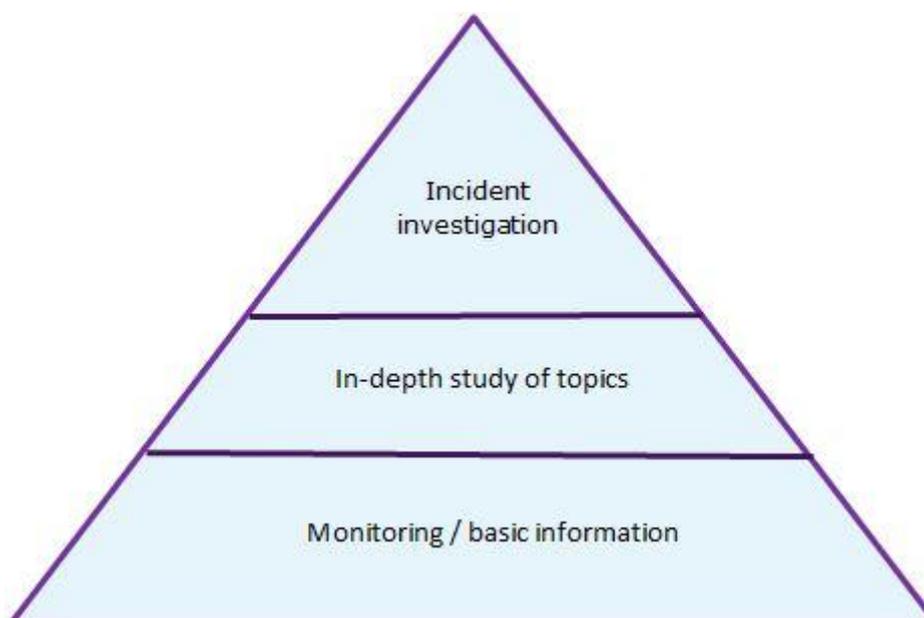


Image 1. Regular reviews consist of the three components shown above

Organisation

In 2018, the Inspectorate took a number of crucial steps with regard to the continued development of the organisation, which it plans to pursue in 2019. The principles of professionalism, quality, independence and the safeguarding of those principles within the organisation are key to that ongoing development.

In the context of further strengthening the quality and independence of its reports, the Inspectorate has enriched its primary process. In order to improve and accelerate the investigation process, the Inspectorate has developed a process template that is to form the basis of all its future investigations, thus determining the structure for project-based operation within the Inspectorate. The internal quality assessment (in the form of a review) within the Inspectorate is to be professionalised further. In addition, the Inspectorate will be working with a revised Standard Operating Protocol in 2019, which sets out the operating protocol used by the Inspectorate when carrying out investigations, as well as the quality and due diligence requirements that they must observe. Independence will be further safeguarded by the appointment of a representative for the organisation.

The continued development of project-based methods and the corresponding structure will see employees of the Inspectorate collaborate on projects to maximise their effectiveness based on their knowledge, competences and development potential. This creates more flexibility for professionals and goes toward encouraging cross-domain collaboration. It is expected that this operating protocol will have a positive impact on the lead times of investigations. In addition, the Inspectorate will be able to operate with greater flexibility and in a more task-oriented way.



1.2 Programming of supervision for 2019

The following sections will outline the broad strokes of what the focus on the supervision will be and which investigations the Inspectorate will be undertaking in that context. As was announced in the Multi-annual programme, this Work Programme will provide a more detailed specification of the activities envisaged for 2019. The focus and the content of the ongoing investigations are outlined in the resources on the website, www.inspectie-jenv.nl.

1.2.1 Migration

Multi-annual programme

In its Multi-annual programme, the Inspectorate announced its intention to focus on the performance of parts of the immigration process. As such, the Inspectorate is in line with the migration agenda set out by the Government and the objectives defined within the immigration process chain itself. The Inspectorate will be focusing on the aspects referred to in above in particular. Based on current capacity, the Inspectorate still assumes that it will be able to conduct at least three investigations within this domain each year.

In addition, the Inspectorate will be systematically tracking the high-risk repatriation flights of foreign nationals without right of residence. In addition, the Inspectorate – in consultation with the Inspectorate for Health and Youth Care (IGJ) and the Authority for Nuclear Safety and Radiation Protection (ANVS) – will be supervising the age assessment conducted among unaccompanied foreign minors. This is a new supervisory duty for the Inspectorate and is related to the dissolution of the then-Age Assessment Committee.

Thematic investigations

As is announced in the Multi-annual programme, the Inspectorate will be investigating the process of the assessment of residence applications of family members joining refugees and asylum seekers in 2019.

In addition, a follow-up investigation will be carried out in consultation with the Inspectorate for Health and Youth Care into the quality of the reception of unaccompanied foreign minors.

Furthermore, in 2019, an orientation survey will be carried out with regard to the naturalisation process, on which basis the Inspectorate will take decision regarding whether to launch an investigation.

Other activities

In 2019, the Inspectorate will be focusing its supervision on high-risk repatriation flights of foreign nationals without right of residence. An annual review is set to be published on 2018.

As described previously, the Inspectorate, will be monitoring the age assessments in collaboration with the Inspectorate for Health and Youth Care and the Authority for Nuclear Safety and Radiation Protection. An initial annual review will be published in 2019.

Tabel a. Update of the Multi-annual programme for the supervision of migration

**2019**

- Investigation into the assessment process for residence applications that involve family reunifications.
- Investigation into the quality of the reception of unaccompanied foreign minors
- Supervision of high-risk flights
- Supervision of age assessments for unaccompanied foreign minors

1.2.2 Police**Multi-annual programme**

In the Multi-annual programme, the Inspectorate announced to be re-focusing its monitoring efforts in the coming years on the three key processes of the police. For each of the key processes, a regular review will be drafted regarding the development of the police. In 2018, monitoring efforts will deal with the key process of investigation, with the focus of monitoring shifting to the key process of public order and community care (enforcement) in 2019, and finally ending at the key processes of assistance and cooperation with other parties in 2020. At the same time, the Inspectorate will be investigation the quality of police training in relation to the key processes. After all, any shortcomings in the quality of police training will inevitable affect the quality of performance. The Inspectorate will report on this matter annually.

State of...

In 2012, the set of regular reviews on the key processes will culminate in a report on the 'State of the Police'.

Regular reviews

In 2019, the Inspectorate will publish a regular review on the key process of investigation. The Annual review of police training will also focus on that particular key process.

Thematic investigations

In 2019, the Inspectorate will be investigating the key process of public order and community care (enforcement). In this investigation, the control mechanism of the local triangle will be studied in addition to the tension and relationship between national priorities, local priorities and priorities situated at both levels simultaneously. The supervision of the Inspectorate will focus on the national priority of undermining, the local priority of youth gangs and the problem is radicalisation and confused persons that are a priority on both levels.

The investigations focus on the enforcement instruments available². The application of such instruments, however, requires sound professional practices to be in place, meaning that not only should the knowledge and skills be present, but that those instruments should be use in an appropriate and timely manner. In the monitoring of police training, the focus is on the availability and the quality of (basic) training,

² Enforcement instruments, ranging from administrative measures to criminal investigation.



but equally on the requirements and needs of the police force. Chiefly, this would relate to identifying which competencies and skills the police force considered to be desirable to be incorporated into the training (in a timely fashion). The investigations will focus on the issue of whether the themes of data management, governance and resources adequately respond to this.

In 2018, the Inspectorate conducted a second investigation into the status of the Public Prosecution Service Public Safety Improvement Programme, which resulted in a report inter alia on the way in which DNA cell material is collected from convicted persons by the responsible organisations. Following the recommendation in the interim report by Mr Hoekstra, the Inspectorate was requested to report on the then-current state of affairs surrounding the collection of cell material from convicted persons in correctional facilities by 1 June.

In addition, in 2018, the Inspectorate launched preparations of an investigation into the (possible) barriers and hurdles experienced by victims of sexual crimes when reporting a crime and the relationship the police have with the victims during subsequent criminal proceedings. This investigation will be concluded in 2019.

New supervisory task

The Multi-annual programme announced a new supervisory task for the Inspectorate, namely the monitoring tasks in the context of the Computer Crime Act III. In 2018³, the Inspectorate launched preparations for the implementation of its new, structural supervisory task arising from the entry into force of the Computer Crime Act III, which is set to come into force in 2019. The Inspectorate will then start its actual supervision duties on the implementation of police powers to infiltrate automated operations under certain conditions. The Act is to be prematurely evaluated following a two-year period, where there will be explicit focus on the interpretation of system supervision by the Inspectorate of Security and Justice.

Tabel b. *Update of the Multi-annual programme for the supervision of the police*

2019
• Regular review of investigation processes
• Annual review of police training

³ This was the result of the Kuiken/Buitenweg motion and a subsequent commitment accorded by the Minister of Justice and Security to the House of Representatives.



- Regular review 2020 Public order and community care (enforcement)
 - Investigation of national priorities (inc. undermining)
 - Investigation of shared priorities (radicalisation and confused persons)
 - Investigation of local priorities (youth gangs)
- Investigation of (possible) impediments to victims of sexual crimes in the reporting of a crime and criminal proceedings
- Supervision of police powers for the infiltration of automated operations under certain conditions (Computer Crime Act III)

1.2.3 Youth

Multi-annual programme

In the Multi-annual programme, the Inspectorate announced that it would be publishing the first State of the supervision of young offenders in 2021. To this end the Inspectorate is focusing its supervision on the quality of the implementation of the core tasks of the institutions in the juvenile justice system. In doing so, the Inspectorate will be focusing on the support and supervision of young people: are programmes in place to support reintegration and to prevent recidivism and is the safety of the young persons and their environment guaranteed? To this end, the Inspectorate will be carrying research at the young offenders institutions (JJIs), the Child Care and Protection Board (RvdK), HALT and the certified institutions that carry out youth rehabilitation services.

State of...

In 2021, the Inspectorate intends to publish a report on the State of Guidance and Supervision of Young Offenders. This report will be based on regular reviews from HALT, the Certified Institutions (with judicial responsibilities), the Child Care and Protection Board and the young offenders institutions that have yet to be produced.

Regular reviews

In 2019, the Inspectorate will carry out an investigation into the monitoring and guidance task executed by HALT. In conjunction with the investigation previously carried out in the cooperation between HALT and the police, this will culminate in a regular review of HALT.

Thematic investigations

In 2019, a thematic investigation will be carried out into the staffing and the changing target group⁴ of the young offenders institutions (Justitiële Jeugd Instellingen, JJIs).

⁴ Inspections carried out in the spring 2018, interim monitoring and the previous cycle of diagnostics of young offenders institutions (link) led the Inspectorates to identify persistent bottlenecks and difficulties with regard to the issues of staff resources and the changing target group. The quantitative and qualitative staff resources have come under pressure. In addition, the youths that are detained at the young offenders institutions on average are older upon entry and suffer from more serious and long-term existing problems.



As a result of the waiting lists at the Child Care and Protection Board, the Inspectorate, alongside the Inspectorate for Health and Youth Care, requested that the Child Care and Protection Board draw up an improvement plan in 2018. The Inspectorates will be monitoring the developments at the Child Care and Protection Board closely. Depending on the developments, an assessment will be carried out in 2019 regarding whether the Inspectorate will as yet launch an investigation into the performance of the Board.

In addition, 2019 will see an investigation carried out into the Certified Institutions (Gecertificeerde Instellingen, GI) in consultation with the Inspectorate for Health and Youth Care.

Incidents

Within the young offenders domain, serious incidents will often take place, for which a Committee on the Reporting of Incidents involving Young Offenders (Commissie Meldingen Jeugd, CMJ) was set up and which is subject to an investigation by the Inspectorate for Health and Youth Care and the Inspectorate of Justice and Security. The Inspectorate will also be reserving capacity in 2019 for these investigations, the size of which cannot be estimated at present.

Juvenile justice system

In 2019, the Inspectorate will be launching a project, in consultation with the Inspectorate for Health and Youth Care, on cooperation with the juvenile justice system. The project will chiefly focus on the quality of cooperation between the various partners in the juvenile justice system and the youth services in providing an appropriate response to youths that are suspected of, or have been convicted of, a criminal offence.

Tabel c. Update of the Multi-annual programme for the supervision of youth

2019
<ul style="list-style-type: none"> • Regular review of HALT
<ul style="list-style-type: none"> • Investigation of changed target group and staffing of young offenders institutions
<ul style="list-style-type: none"> • Supervision of Child Care and Protection Board improvement plan (launched in 2018)
<ul style="list-style-type: none"> • Investigation in the Certified Institutions (in cooperation with the Inspectorate for Health and Youth Care)
<ul style="list-style-type: none"> • Investigation of the performance of community sentencing by the Child Care



and Protection Board

- Incident investigations

1.2.4 Implementation of Sanctions

Multi-annual programme

In its Multi-annual programme, the Inspectorate announced to produce a report on the State of the Implementation of Sanctions in 2020. This report will use the regular reviews on the prison system, forensic care and the Probation Service as its input.

Regular reviews

In 2019, the Inspectorate will be carrying out an investigation into the Probation Service, the goal of which will be to identify the way in which the Probation Service deals with the interpretation of community service sanctions. In light of the trajectory of the Inspectorate of producing regular reviews, the Inspectorate feels it makes sense to investigate the advisory function of the Probation Service. Thereafter, a regular review of the performance of the Probation Service can be drawn up.

Thematic investigations

In 2019, the Inspectorate will be rounding off the investigation into the terrorist wards in penitentiary institutions. The investigation focuses on the quality and effectiveness of the task performance, specifically with regard to the regime and resocialisation. In particular, the Inspectorate is investigating the status of the social safeguards. For example, is conditional release of a detainee in line with the laws and regulations. In addition, the investigation should clarify how this special group of detainees should be dealt with and whether the reintegration activities sufficiently prepare them for a return to society.

In 2019, the Inspectorate will also be finalising an investigation into the decision-making process regarding the granting of freedoms and responsibilities to detainees placed under long-term forensic psychiatric care (TBS) during their rehabilitation and the key impact factors. In this way, the Inspectorate wishes to identify any difficulties and hurdles in the rehabilitation process and thereby contribute to the safety of society, both for the detainee themselves and for employees working in forensic care.

In 2019, an investigation is set to start into the quality of the performance in four Forensic Psychiatric Centres within the prison system.

An initial survey will be carried out regarding the performance in the prison system with regard to the implementation of reintegration policy in practice. If this initial survey should yield sufficient leads, a full investigation will be launched in 2019. A number of aspects of the Inspectorate's investigation of 2018 on the prison system (Off Balance), such as staffing resources, will be taken into account.

Incidents

In 2018, in collaboration with the Inspectorate for Health and Youth Care, an investigation was launched into the detention of Michael P. In parallel to this



investigation, another general investigation was launched into the Forensic Psychiatric Clinic Utrecht, which is set to run through to 2019.

Following a lethal stabbing incident in the Amsterdam Metro, the Inspectorate launched an investigation in 2018 which will be completed in 2019.

Developments in victim care monitoring

In recent years, the position of victims of crimes has become far more visible. Following the emergence of the EU Directive on victims, the Inspectorate launched an orientation survey on monitoring in the autumn of 2018. Depending on the outcome, the Inspectorate will consider the manner in which can organise and implement its monitoring of the victims' rights arising from the EU Directive in practice.

Tabel d. *Table d. Update of the Multi-annual programme for the supervision of the implementation of sanctions*

2019
• Investigation into terrorist ward (launched in 2018)
• Investigation into the decision-making process surrounding the granting of freedoms and responsibilities to detainees placed under long-term forensic psychiatric care (launched in 2018)
• Investigation into the quality of performance in Forensic Psychiatric Centres within the prison system
• General investigation of the quality of the performance of Forensic Psychiatric Clinic Utrecht (launched in 2018)
• Investigation into the lethal stabbing incident in the Amsterdam Metro (launched in 2018)
• Investigation into the Probation Service – handling community service sanctions

1.2.5 Safety

Multi-annual programme

In the multi-annual programme, the Inspectorate announced its intention to publish its fourth regular review of disaster response in 2019. This will result in a review of the implementation of the multi-disciplinary disaster response and crisis management at the national level.

Regular reviews

Supervision of the safety regions for disaster response, crisis management and fire services will focus even more acutely on the quality of performance and



implementation. In 2018, an assessment framework was established for multi-disciplinary implementation by the safety regions. This framework was used for the investigations resulting in the regular review on disaster response and crisis management 2016-2018. This review provided insight into the safeguarding and implementation of the multi-disciplinary tasks by the safety regions. In addition, there is more detail with regard to the subjects of professionalism, cooperation and quality assurance (evaluation, learning, and making adjustments). Furthermore, it clarifies the way in which the safety regions in practice implement their tasks during system tests, GRIP incidents, events and other large-scale deployments.

Thematic investigations

Various parties considering the diversity and performance of the control rooms to be vulnerable and regard this a risk to the quality of assistance provided. In 2018, the Inspectorate and the Radiocommunications Agency launched an investigation into the measures that control rooms took to improve their continuity. This investigation is to be published in 2019.

In the run-up to the second 'Regular Review of Fire Services' in 2020, the Inspectorate began the development of an assessment framework in 2018. In 2019, this framework will be applied in two thematic investigations into the fire services.

Since the beginning of 2013, the threat level in the Netherlands has been 'substantial' – meaning there is a real threat of an attack. As such, it is crucial that aid workers that respond to the site of an attack first should be prepared as best possible. The Inspectorate is currently investigating the way in which safety regions and other relevant organisations make preparations to respond to a terrorist attack.

In addition, the organisation of fire safety, disaster response and crisis management in the Caribbean Netherlands (Bonaire, Sint Eustatius and Saba) falls within this domain.

If a major incident should occur in the field of civil aviation security, the Inspectorate, acting from its remit, will – if necessary – carry out an independent investigation.

Tabel e. Update of the Multi-annual programme for the supervision of Safety

2019
• Regular review of disaster response and crisis management
• Investigation into professionalism of crisis officials of the safety regions (launched in 2018)
• Investigation into the control rooms (launched in 2018)
• Investigation of Operational performance of safety regions (launched in 2018)



- Investigation of quality assurance of safety regions (launched in 2018)
- Investigation into Interregional cooperation of safety regions (launched in 2018)
- Development of assessment framework for fire safety (launched in 2018)
- Terrorism impact control (launched in 2018)
- Two other thematic investigations on fire safety, to be determined

1.2.6 Security

Multi-annual programme

The monitoring of the security domain – with the field of security and justice – focuses on the extent to which the continuity of organisation is threatened due to cyber security hurdles, resulting in their being unable to effectively carry out their core task. In addition, supervision also focuses on the extent to which actors are prepared for socially disruptive incidents such as cyber attacks, long-term IT disruption or terrorism. This monitoring field is relatively new to the Inspectorate and is gradually taking shape. In 2018, for example, the first steps were taken in the development of the supervision of cyber security.

Developments in cyber security supervision

Cyber security refers to the set of measures designed to repair any damage, if such damage has occurred, of disruption, disturbance or misuse of IT. As outlined in the Cyber Security Assessment Netherlands 2018, the digital threat to national security is constant. The Dutch economy and broader Dutch society have to a large extent become dependent on digital resources. Attacks and outages can have major consequences, potentially disrupting society itself. The supervision of the Inspectorate focuses on the issue to what extent the organisations within the domain of justice and security are prepared for cyber threats and are resilient enough. The objective of the monitoring is to increase the awareness of the importance of cyber security among Justice and Security organisations, to promotion of the public interest of a safe and reliable digital world, and to contribute to the capacity of Justice and Security organisations in the chain to assess and learn.

Thematic investigations

Cyber security

Supervision on cyber security is new to the Inspectorate and was developed further in 2018. Within the monitoring itself, a distinction can be made between supervision of performance and implementation and supervision on resilience against cyber threats. Supervision on resilience is carried out using random sampling within the various Justice and Security organisations. In this regard, the Inspectorate focuses on cyber threats that could disrupt the continuity and critical work processes of those organisations. Supervision of performance and implementation is carried out on organisations that have responsibilities in the field of cyber security and cyber crime in the Netherlands, such as the police and the Public Prosecution Service who have duties with regard to the investigation and prosecution of cyber crimes and the provision of police training regarding cyber crime. It is, however, equally crucial for



safety regions to be able to share information in a safe and timely manner. Given the expected impact on the chain and the multi-disciplinary environment of the safety regions, the Inspectorate will be carrying out an investigation in 2019 into the resilience of safety regions against cyber threats.

The Inspectorate's supervision efforts will also be focused on the resilience of the departments against espionage. In 2019, a follow-up investigation is to be launched into the measures put in place by the departments to ensure resiliency against espionage.

Tabel f. *Update of the Multi-annual programme for the supervision of Security*

2019
<ul style="list-style-type: none"> • Assessment frameworks for cyber security (launched in 2018)
<ul style="list-style-type: none"> • Orientation survey of Framework conditions for police approach to cyber crime and digital crime (launched in 2018)
<ul style="list-style-type: none"> • Police approach to cyber crime in relation to undermining
<ul style="list-style-type: none"> • Cyber security resilience of safety regions
<ul style="list-style-type: none"> • Follow-up investigation regarding espionage vulnerability analysis (classified)

1.2.7 Social domain

Within the Supervision of the Social Domain partnership (Toezicht Sociaal Domein), the Inspectorate works alongside three other State inspectorates, namely the Inspectorate for Health and Youth Care, the Education Inspectorate and the Social Affairs and Employment Inspectorate.

This partnership is the result of the Joint Inspectorate for Youth (Samenwerkend Toezicht Jeugd), which was widened to include the social domain in 2016. The Inspectorate monitor the performance of the system of care and assistance in the social sector for people that need such care. This requires a comprehensive method, as care and support must be properly coordinated with one another. In addition, serious incidents are investigated collectively if a large number of parties are involved and there is a lack of consistency.

Several investigations that touch on the domain of justice and security that are set to be published in 2019 are the investigation into 'Recovery after confused behaviour', 'Integration of status holders' and 'The local network after "Veilig Thuis"'. In 2019, the Supervision of the Social Domain partnership will be publishing its multi-annual programme for the period starting from 2020.

Tabel g. *Programming of supervision for the Social domain*

2019
<ul style="list-style-type: none"> • Recovery-based care and support after confused behaviour
<ul style="list-style-type: none"> • Implementation of integration policy for status holders
<ul style="list-style-type: none"> • The local network after Veilig Thuis (domestic violence advice and reporting centre)



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Appendix Trajectory: key points

1 Promoting learning ability



The supervisory activities of the Inspectorate focus primarily on strengthening the learning ability of the supervised organisations. The Inspectorate here explicitly seeks contact with policymaking and implementing bodies.

The Inspectorate not only examines how tasks are carried out in practice, but also seeks to establish why: the underlying reasons for successes, failings or risks. In order to gain a good picture of an organisation's learning ability, the Inspectorate examines in structural terms whether recommendations from earlier studies have been followed. And if not, then why not?

The Inspectorate encourages good-quality internal studies by the organisations themselves. If organisations also demonstrate that they themselves have a comprehensive quality system, the Inspectorate will adjust the intensity of its own supervision accordingly.

2 Focus on chains and networks



Tackling society-related tasks in the domain of justice and security is often the responsibility of more than one organisation. Various organisations then work together in chains (such as the migration or criminal justice chains) or in networks (such as Community Safety Partnerships). Consequently, the Inspectorate also focuses its supervisory activities on these chains and networks – in collaboration with other supervisory bodies where possible. As such, the supervision covers multiple, and often interrelated, topics. Attention is, of course, also given to individual organisations. After all, a chain is only as strong as its weakest link.



3 Natural role in the investigation of incidents



The domain of justice and security is incident-sensitive. It is important to investigate incidents so that organisations can learn from these. Involvement of the Inspectorate brings added value here.

Within the Custodial Institutions Agency and in the domain of young offenders and care it is already standard practice to report incidents to the Inspectorate. The aim is to introduce this approach to the other domains as well. In this way the Inspectorate is working towards a nationwide picture of incidents within its field of work. For instance, the Inspectorate supervises any risks involved in implementation and it is able to identify trends and the underlying causes.

In specific cases the Inspectorate itself will initiate an incident investigation, for instance in cases of social unrest or structural problems. Incident investigation at the request of a minister or an administrator is also possible.

4 Provision of regular overviews



In the coming years the Inspectorate will provide more regular reviews. In these reviews the Inspectorate relates the outcomes of various supervisory activities to opportunities and risks for future operations. In this manner the Inspectorate will put policymakers and implementation organisations in a better position to, if necessary, manage and adjust in good time. A compilation of reviews can create a 'sector status' report, as has already been done with the Disaster Management Status report and the Police Training Report.



Mission of the Inspectorate of Justice and Security

The Inspectorate of Justice and Security monitors the domain of justice and security in the interest of society, the parties subject to monitoring and persons politically and administratively responsible, in order to provide insight into the quality of the performance of tasks and the compliance with rules and standards, to detect risks and to stimulate organisations to perform better, thereby contributing to a just and safe society.

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