



Northern
Ireland
Office

Northern Ireland Office

Departmental Report 2008



Northern Ireland Office 2008 Departmental Report

Presented to Parliament by the Secretary of State for Northern Ireland

By Command of Her Majesty

May 2008

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Foreword

By the Right Honourable Shaun Woodward,
MP, Secretary of State for Northern Ireland



I am pleased to present to Parliament the Northern Ireland Office Departmental Report for 2007/08 and would like to take this opportunity to personally thank staff throughout the NIO and my Ministerial colleague, Paul Goggins MP, for all their hard work throughout this period.

There have been many significant developments in Northern Ireland over the past year on a wide range of issues. The political context has been transformed with the successful return of the devolved administration taking over responsibility for transferred matters.

The leadership shown by Ministers in the power-sharing Executive has helped the devolved administration to bed down quickly and get on with the busy and challenging job of government.

This political sea change in Northern Ireland is seen and felt in the everyday lives of each individual and the wider community. A generation of young people can look forward to a safe, secure and peaceful future.

A new Northern Ireland has emerged and is growing in stature. It is a clear vindication of what the Government has long believed - that Northern Ireland is governed best when it is governed locally.

The 'bread and butter' issues of education, health, the economy and social development now properly rest with locally elected and accountable politicians.

Progress has also been made towards the transfer of responsibility for policing and justice, with the NIO making the necessary preparations for devolution to be completed when the Assembly makes the request.

The Department has also undertaken a radical programme to reform and modernise the criminal justice system. We have introduced legislation to overhaul sentencing powers – including tougher public protection measures and an end to automatic 50% remission. We have brought forward proposals to update the law in relation to sexual offences.

During the past 12 months, significant progress has been achieved in our programme of normalisation. The removal of military watch towers and a return to conventional policing was completed in July of last year.

The end of Operation Banner after 38 years has fundamentally redefined the Army's role - from one supporting the police to that of a garrison force, living and training in Northern Ireland and available for deployment to other theatres of conflict around the world.

We have continued to build up our capacity to tackle organised crime and to increase public confidence in policing and criminal justice. The merger of the Serious Organised Crime Agency with the Assets Recovery Agency will underpin and strengthen our fight against those who profit from criminality.

As long as the NIO has responsibility for policing and criminal justice, the protection of the public will remain paramount. But criminal justice policy cannot be kept separate from social and economic policy indefinitely.

Tackling crime and reducing re-offending are not just matters for the criminal justice agencies alone. They require a broader government response that deals effectively with the root causes of these difficult issues; linking them to education, housing and social regeneration.

That is why the completion of devolution, with the transfer of policing and justice powers to the devolved administration, is such a vital step that will send a clear signal around the world that Northern Ireland has a stable future and is an attractive and sound place to invest.

The signing of the Belfast Agreement 10 years ago was the catalyst for a decade of unprecedented change and reform in Northern Ireland. I am proud of the role the Government has played in this remarkable journey.

The challenge for the NIO in the year ahead is to work with the Executive and the Northern Ireland political parties to complete the process of devolution that has started with such promise and success, through the transfer of policing and justice powers to the Northern Ireland Assembly.

A handwritten signature in black ink, appearing to read 'Shaun Woodward', written over a horizontal line.

Shaun Woodward

Northern Ireland Office Ministerial Responsibilities



Secretary of State for Northern Ireland

The Rt Hon Shaun Woodward MP

- Overall responsibility for the work of the Northern Ireland Office.



Minister of State

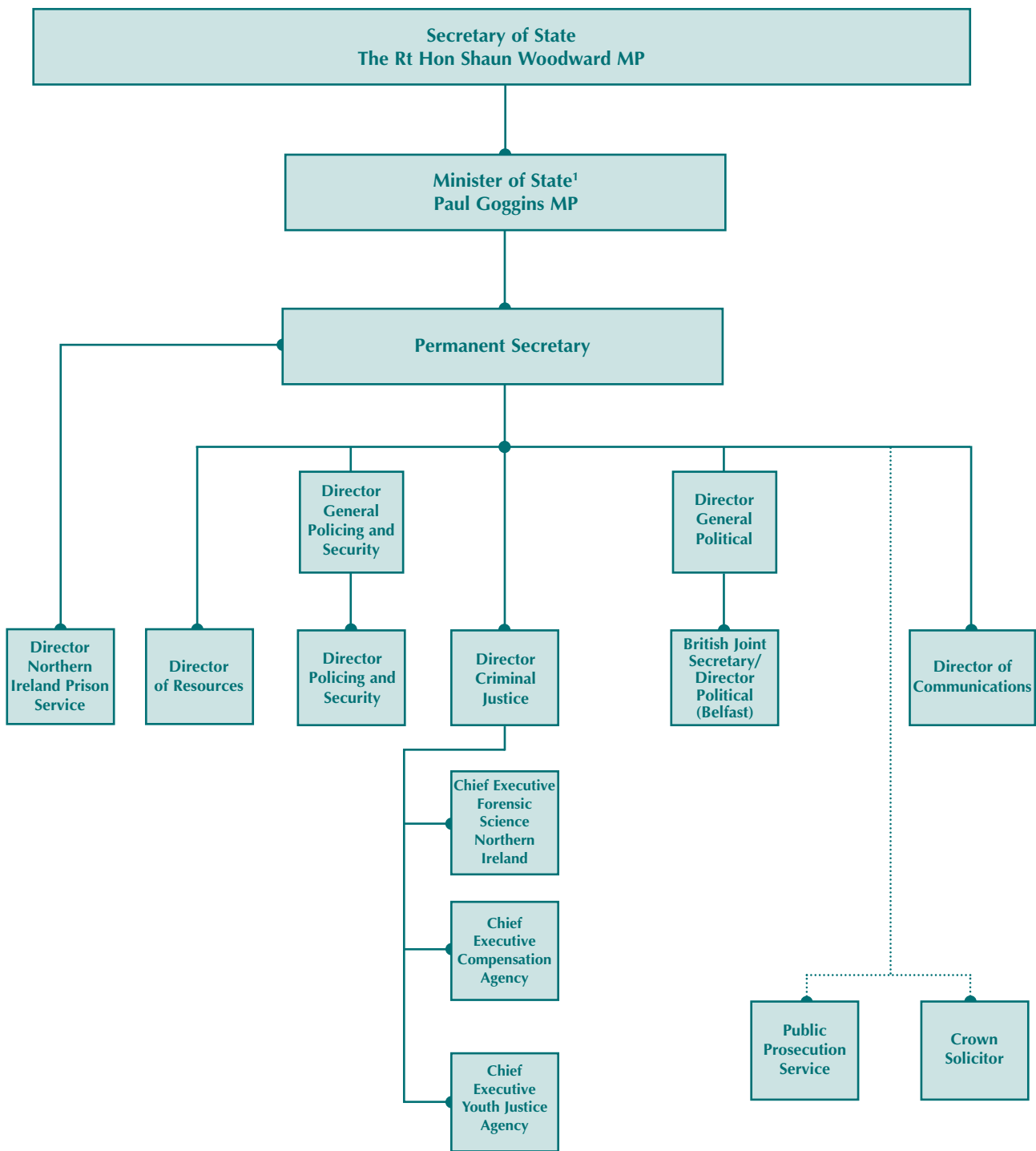
Paul Goggins MP

- Criminal Justice
- Security and Policing
- Prisons
- Organised Crime Task Force
- Equality, Human Rights, Elections.

Northern Ireland Spokesperson in the House of Lords

Rt Hon Lord Rooker

Structure of the Northern Ireland Office



¹ Rt Hon Lord Rooker is the Government's Northern Ireland Spokesperson in the House of Lords

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CHAPTER 1

Structure and Functions

Introduction

1.1 The Secretary of State retains overall responsibility for the operation of the Northern Ireland Office and represents the interests of Northern Ireland at Cabinet level. He is assisted in this role by a Minister of State.¹ This report relates to the Northern Ireland Office only and its handling of matters “excepted” and “reserved” to the United Kingdom Parliament as set out in the Northern Ireland Act 1998. The NIO website is <http://www.nio.gov.uk>.

1.2 The Northern Ireland Office exists to support the Secretary of State for Northern Ireland in taking forward Government policy in Northern Ireland. In addition to supporting and fostering the political and democratic process in Northern Ireland, the Department has an overall policy responsibility for upholding law, order and security including the provision of criminal justice services such as policing, prisons and probation.

Departmental Board

1.3 Under the direction and supervision of the Secretary of State, the Permanent Secretary and his Management Board provide corporate leadership to the organisation as a whole and take ownership of the Department’s performance. The Board includes both executive and independent non-executive board members and senior officials from the larger agencies which deliver the Department’s services.

1.4 The Board is made up as follows:

- Jonathan Phillips – Permanent Secretary (Chairman)
- Hilary Jackson – Director General, Political
- Nick Perry – Director General, Policing and Security
- Stephen Leach – Director, Criminal Justice
- Carol Moore – Director, Policing and Security
- Robin Masefield – Director, Northern Ireland Prison Service
- Chris Maccabe – Director, Political (Belfast)
- Anthony Harbinson – Director of Resources
- David Brooker² – Director of Communications
- Jim Conn – Crown Solicitor
- Rotha Johnston – Non-executive Board Member
- John King – Non-executive Board Member and Chair of the Departmental Audit Committee.

1.5 Subject to Ministerial agreement the Departmental Board sets the strategic direction for the

NIO through the Departmental Business Plan, prioritises the allocation of resources to match development and delivery requirements and monitors and is accountable for departmental performance.

1.6 The Departmental Board meets monthly. In addition, it holds periodic planning days in order to facilitate more in-depth discussion of particular issues. Matters covered in recent Departmental Board meetings included:

- Strategic and business planning for the Department including performance against PSA targets
- Preparations for the devolution of justice and policing
- Financial planning and management
- Human resource policy including performance management and sickness absence
- Training and development
- Risk management.

Departmental Audit Committee

Role of the Audit Committee

1.7 The Departmental Audit Committee is appointed to support the Accounting Officer (AO) in monitoring the corporate governance and control systems (including financial reporting) in the Department. The primary function of the Audit Committee is to test and challenge the assurances which are provided to the AO, the way in which these assurances are developed and the management priorities and approaches on which the assurances are premised. Such assurances come from internal and external audit and are also provided by management across the Department. The Committee acts in an advisory capacity and has no executive powers. The Audit Committee is constituted as a sub-committee of the Board. Assurances are provided to the Permanent Secretary and the Departmental Board by the Chair of the Audit Committee and those members of the Audit Committee who are also on the Board.

¹ In addition, the Rt Hon Lord Rooker is the Government’s Northern Ireland Spokesperson in the House of Lords.

² David Brooker left the Department at the end of February 2008.

Membership

Chairman:	The Chair of the Committee is a Non-executive Board Member – John King.
Members:	<p>Three Directors who are also Board members – currently:</p> <ul style="list-style-type: none"> ■ Chris Maccabe, Political Director, Belfast ■ Carol Moore, Director of Policing and Security ■ Robin Masefield, Director, Northern Ireland Prison Service ■ Rotha Johnston, the second Non-executive Board Member ■ David Thomson, an additional independent Audit Committee Member.
Attendees:	<p>Director of Resources Head of Financial Services Division Senior Member, Northern Ireland Audit Office Head of Internal Audit.</p>

Scope

1.8 The NIO Accounting Officer has a responsibility to assure himself that there are appropriate arrangements in place within all the bodies funded by the NIO for risk management, corporate governance and internal control (including financial control), and that they are operating properly. Such bodies include agencies, NDPBs and smaller statutory bodies. To that end, and in order to assist the AO in the effective discharge of his responsibilities, the Departmental Audit Committee also oversees the performance and the work of internal audit in those bodies.

Frequency of Meetings

1.9 The Audit Committee meets at least four times a year.

Remuneration Committees

1.10 The Department has three remuneration committees which consider the pay of all staff in the Senior Civil Service cadre. The committees are chaired

by one of the Board's non-executive board members. Information on the pay ranges of senior officers is given in Table 7, Appendix G.

Core Department and Associated Bodies

1.11 The Northern Ireland Office consists of a core department, made up of five separate but integrated functions. The five core directorates in 2007/08 were:

- Political Directorate
- Policing and Security Directorate
- Criminal Justice Directorate
- Information Service Directorate
- Central Services Directorate.

1.12 From 1 April 2008 there has been some reorganisation of the Policing and Security and Criminal Justice Directorates by way of preparation for the devolution of justice and policing.

1.13 There is a range of other matters which are dealt with through a network of associated bodies. These deliver the business of the Government in areas where a degree of independence is a requirement in providing service to the public. These partner bodies consist of:

- Executive Agencies and analogues
- Public Bodies, including Non-Departmental Public Bodies (Executive, Advisory), Independent Monitoring Boards, Independent Statutory Bodies and International Bodies.

1.14 They differ considerably from each other in terms of their formal status, intended purpose, statutory or other responsibilities, the degree of independence from government which they enjoy and their size. Because of these wide differences there is no simple relationship model which applies to all of them.

Executive Agencies

1.15 The Northern Ireland Office has four executive agencies:

- Compensation Agency for Northern Ireland
- Forensic Science Northern Ireland
- Northern Ireland Prison Service
- Youth Justice Agency.

1.16 These bodies have the least organisational independence, since they form part of the NIO and are intended to deliver services directly on behalf of central government. They are for the most part staffed by civil servants (who are members of the Northern Ireland Office). They operate within framework documents determined by Ministers. This overall strategic framework sets out the primary purpose of the body and its strategic priorities through annual corporate and business plans.

1.17 In their funding arrangements, executive agencies are bound closely to the same mechanisms that apply to departments (i.e. Vote Funding). Financial delegations are granted to agencies, with the larger ones (e.g. the Northern Ireland Prison Service) having the most extensive delegations. Forensic Science Northern Ireland is unique among the agencies in that it is primarily self-financing through receipts from its customer base in return for services rendered.

Analogues – The Law Offices

1.18 The Public Prosecution Service and the Crown Solicitor’s Office are distinct from the Northern Ireland Office, although the staff of both departments are provided through the Northern Ireland Office and are therefore subject to the internal policies of the NIO on such issues as promotion, pay and equal opportunities. The Northern Ireland Court Service remains the responsibility of the Department for Constitutional Affairs.

Public Bodies, including Non-Departmental Public Bodies (NDPBs)

1.19 The Department’s NDPBs are:

Executive

- Criminal Justice Inspection Northern Ireland
- Equality Commission for Northern Ireland
- Northern Ireland Human Rights Commission
- Northern Ireland Police Fund
- Northern Ireland Policing Board
- Parades Commission for Northern Ireland

- Police Ombudsman for Northern Ireland
- Probation Board for Northern Ireland
- Royal Ulster Constabulary George Cross Foundation.

Advisory

- Boundary Commission for Northern Ireland
- Independent Assessor for Police Service Northern Ireland Recruitment Vetting
- Northern Ireland Law Commission.

Independent Monitoring Boards

- Independent Monitoring Boards, HMPs Maghaberry, Magilligan and Hydebank, HM Young Offenders Centre, Hydebank.

Other Public Body

- Chief Electoral Office.

1.20 These bodies have a greater degree of independence, with statutory functions conferred directly on them rather than on the Secretary of State. Relations with the NIO and Ministers are operated through a sponsor division. NDPBs usually have an independent element in their governance, with representation from the community appointed through open competition. This can be a Board (or Commission) made up of members of the public, with relevant competencies or a single office holder with specific statutory functions. This independent element ensures strategic decisions are made by the organisation, within the framework set by Ministers (and statute) and subject to funding.

1.21 While Ministers have less direct accountability for NDPBs than for agencies, they are responsible to Parliament for the degree of independence which an NDPB enjoys and for its overall effectiveness in carrying out its functions. In addition, NDPBs should be able to account to the public for the services which they provide.

1.22 Typically NDPBs are funded through grant-in-aid, which removes them from the administration cost controls which apply to the Department. However, since it would not be sensible for very small NDPBs to have the full grant-in-aid apparatus, such bodies as Boundary Commission for Northern Ireland and the Civil Service

Commissioners for Northern Ireland are funded through core NIO expenditure. Similarly, while NDPBs are normally responsible for their own personnel and recruitment, the smaller ones use the Department to recruit, appoint and pay staff on their behalf.

Independent Statutory Bodies

1.23 The Department's independent statutory bodies are:

- Civil Service Commissioners for Northern Ireland
- Commissioner for Hearings under the Prison and Young Offender Centre Rules (Northern Ireland) 1995
- Life Sentence Review Commissioners
- Prisoner Ombudsman
- Remission of Sentences Commissioners
- Sentence Review Commissioners.

1.24 These are bodies whose statutory powers (sometimes vested in a single statutory official) give them particular autonomy in order to underline that their functions are discharged independently from Government.

International Bodies

1.25 In partnership with the Republic of Ireland, the Department co-sponsors four international bodies:

- Independent International Commission on Decommissioning
- Independent Monitoring Commission
- International Fund for Ireland
- International Independent Commission for the Location of Victims' Remains.

Public Appointments

1.26 At 31 March 2008, the Northern Ireland Office was responsible for making 81 appointments to NDPBs, 49 appointments to three Independent Monitoring Boards, plus one further appointment to the Chief Electoral Office for Northern Ireland. Detailed information about all Northern Ireland Office public bodies and those holding public appointments at 31 March 2007, with details of terms of office, gender and

remuneration can be viewed at: http://www.nio.gov.uk/membership_key_details_of_nio_public_bodies__analyses_at_31_03_2007-2.doc. The report also contains an analysis of applications received and appointments made to Northern Ireland Office public bodies during the year 1 April 2006 to 31 March 2007. Similar information at 31 March 2008 will be placed on the same NIO website in mid 2008.

1.27 Similar information at 31 March 2007 for the Northern Ireland departments can be found in the Public Appointments Annual Report 2006/07 (Volumes 1 and 2) which was published in December 2007. Copies are available from Central Appointments Unit, Block E, Level 4, Castle Buildings, Belfast BT4 3SR and on the Internet at www.ofmdfmi.gov.uk/publicappts/.

Public Appointments Plan 2008-11³

1.28 The Northern Ireland Office is committed to widening the diversity of people who sit on its public bodies. Successive diversity action and public appointment plans have set out targets for increasing the numbers of women, people from a minority ethnic background and disabled people, and for making these bodies as representative as is practicable of the Northern Ireland community. Northern Ireland Office Ministers take a close interest in all public appointments and are involved from the outset in approving role and person specifications, advertisements and the process to be followed. Appointments to all executive and advisory NDPBs are carried out in full accordance with the Code of Practice produced by the Office of the Commissioner for Public Appointments (OCPA GB). Appointments to other public bodies are carried out in the spirit of OCPA. The principle of merit underpins all Departmental public appointments.

1.29 To encourage applications from as wide a base as possible, Northern Ireland Office public appointment opportunities are made available to the public in a number of ways. Since 1998, the Northern Ireland Office has contributed to an advance six monthly list of Northern Ireland public appointment vacancies, now known as "All Aboard", which is circulated twice yearly to 140 community groups, representing women, young people, disabled people, ethnic groups and groups representing grass-roots interests. The list is also sent to 1,400 individuals who have expressed an interest in applying for public appointments in Northern Ireland and to almost 350 individuals who have applied for

3 Many of the public appointments currently the responsibility of the NIO will be transferred when policing and justice functions are devolved.

recent Northern Ireland Office public appointments and have asked to be kept informed of opportunities. In addition to advertisement in national, provincial and local newspapers, opportunities are also placed on the websites of the Northern Ireland Office, Northern Ireland administration and Cabinet Office. Information packs and application forms in alternative formats, including Braille, can be provided on request.

1.30 Since October 2004, sponsor divisions have also been required to make use of independent public appointment assessors who have been accredited by either the Commissioner for Public Appointments for Northern Ireland or Great Britain. Individual independent public appointment assessors are allocated at random to the Northern Ireland Office by the respective OCPA offices in Belfast and London.

Recent Progress against Targets

1.31 The level of female representation on Northern Ireland Office public bodies at 31 March 2008 decreased from 39% to 38%. The previous year had seen only ten new appointments, two of whom were women, to four bodies. There were 17 re-appointments made in the same period, five of whom were women. Progress over the last four years is set out in the following table:

Table 1.1: Appointments to NIO Public Bodies

	2004/05	2005/06	2006/07	2007/08*
Total number of appointments	172	178	158	131
Women	61 (35.5%)	64 (36%)	61 (38.6%)	50 (38%)
Ethnic Minorities	4 (2.3%)	5 (2.8%)	3 (1.9%)	3 (2.3%)
Disabled People	5 (2.9%)	6 (3.4%)	4 (2.5%)	4 (3.1%)

* All 2007/08 figures are provisional.

Future Plans

1.32 The Northern Ireland Office will continue to monitor the proportions of women, people from ethnic minority backgrounds⁴ and disabled people applying for public appointments and take further steps to encourage applications from under-represented groups.

The Northern Ireland Office's diversity targets for the next three years are as follows:

Table 1.2: Diversity Targets

	2008/09	2009/10	2010/11
Women	40%	42%	45%
Ethnic Minorities	1.5%	1.5%	1.5%
Disabled People	6%	7%	8%

⁴ defined as Chinese, Indian, Pakistani, Bangladeshi, Black African, Black Caribbean, Irish Traveller and Other, they make up less than 1% of Northern Ireland's resident population.



CHAPTER 2

Planning and Resources

Introduction

2.1 In common with other government departments, Parliament grants the NIO the resources it needs to meet its key tasks and priorities. The mechanism which determines the Department's priorities and the level of resources needed is the spending review, normally conducted by the Treasury usually every two years. Arising from the spending review process the NIO publishes a Public Service Agreement (PSA) which sets out its strategic objectives and targets for the three year period of the spending review.

2.2 The 2002 Spending Review (SR2002) period spanned the three financial years from April 2003 to March 2006 and overlapped with the 2004 Spending Review (SR2004) period which runs from April 2005 to March 2008. As part of the SR2004 process, the NIO's SR2002 targets were refined and improved to make them smarter and more meaningful and to ensure that they complied with audit requirements. This report deals with performance during the third year of the SR2004 period.

2.3 The SR2004 PSA has been published and may be found in Appendix A. Additional background information on the planning and management of resources in the Northern Ireland Office may be found in Appendix F.

Resources and Priorities

2.4 The NIO's budget for 2007/08 was £1.38 billion. Table 2.1 overleaf and Tables 1 to 4 in Appendix G show the resources allocated to the various operational directorates, agencies, legal offices and non departmental public bodies.

2.5 The main tasks of the Department's 2007/08 programme were as follows:

- The political process
- Policing and police reform
- Security, including services in support of the security forces
- Prison services
- Compensation for criminal damage and injuries
- Criminal justice (including juvenile justice centres and after-care) and criminal justice reform
- Probation services
- Information services
- Grants to voluntary bodies concerned with the rehabilitation of offenders and crime prevention

- Elections
- Legal and forensic services
- European Union peace and reconciliation projects
- Northern Ireland Human Rights Commission
- Public Inquiries
- NIO (central) administration.

Planning NIO's Delivery of Public Services

2.6 The part played by the NIO in meeting the Government's commitment to delivering better public services is described in a number of important and related documents:

- The Public Service Agreement which sets out the Department's overall aim and principal objectives and lists the particular high level targets that have been agreed for the Department
- The Technical Note which defines the basis on which its success in meeting its targets will be assessed
- The Departmental Investment Strategy (DIS) which analyses the assets the Department and other bodies will utilise in carrying out their functions.

The following paragraphs provide a more detailed explanation of these documents and the part they play in the planning process overall.

Public Service Agreement

2.7 The NIO's aim, main objectives and highest priority targets for the period of this report are described in the SR2004 PSA. The PSA represents a firm commitment to the public to deliver the services described. These services will be delivered by the Department directly and by the various bodies it funds. The Secretary of State for Northern Ireland is responsible for delivery of the PSA. Performance against each of the targets is monitored and reported to the Treasury quarterly and published on both a six-monthly basis and annually. The PSA typically comprises the following elements:

- Objectives (i.e. the principal tasks to which the NIO has made a commitment to achieving)
- Targets (a commitment to a specified level of performance or achievement related to an objective)

- A Technical Note which describes how performance in the achievement of the targets will be measured.

Evolution of SR2004 Objectives and Targets

2.8 The NIO's first PSA which was developed as part of SR2000 identified the key aspects of the Department's business as seven objectives which spanned politics, security and policing, the criminal justice system and value for money. The SR2000 PSA had at least one target associated with most of these objectives resulting in the Department having nine PSA targets. When considering how the Department could properly be held to account in relation to its SR2002 PSA, it became clear that nine targets did not represent a particularly good focus on the key business. Indeed different aspects of several of the targets covered more than one objective. Therefore,

whilst all the original seven objectives were retained subject to minor modification to tighten the wording and to reflect changes in political and security environment, the targets were reduced to four key areas in SR2002.

2.9 In line with the need for continuity the Department retained in the PSA associated with SR2004 the same aim and seven associated objectives as were used for SR2002. However the existing four targets were restructured to enhance their use and enable clearer reporting against more stringent performance criteria.

Technical Note

2.10 The purpose of the Technical Note is to provide an understanding of how the NIO's performance against its PSA targets is actually measured. The Note explains the sources of performance data, how frequently data are

Table 2.1 – Breakdown of Northern Ireland Office Expenditure.

	Chapter	2008–09 Resource £000			2008–09 Capital £000	Staff Numbers ²	2007-08 Estimated Resource Outturn £000	2006–07 Resource Outturn £000
		Admin	Prog	Total				
Expenditure Classified as DEL								
Political Directorate	4	6,347	7,466	13,813	92	107	43,583	42,580
Policing and Security Directorate	5	5,883	21,199	27,082	54	127	24,669	19,229
Criminal Justice Directorate	6	6,235	15,754	21,989	7,114	102	30,453	25,766
Information Services Directorate	8	2,037	0	2,037	0	34	1,956	2,337
Central Services Directorate ¹	7	35,261	15,306	50,567	4,415	263	35,902	30,148
Northern Ireland Prison Service	9	16,405	116,188	132,593	13,510	407	129,576	135,650
Compensation Agency	10	0	27,608	27,608	150	74	48,330	28,184
Forensic Science Northern Ireland	11	539	0	539	2,347	163	1,927	1,215
Crown Solicitor's Office	14	1,168	11	1,179	0	72	1,302	1,682
Public Prosecution Service	13	2,854	28,596	31,450	270	512	36,174	34,626
Criminal Injuries Compensation Appeals Panel for Northern Ireland	6	0	0	0	0	0	0	0
Youth Justice Agency	12	0	17,422	17,422	200	66	22,196	25,803
Civil Service Commissioners for Northern Ireland	7	410	0	410	0	5	280	276
Police Service for Northern Ireland	5	0	856,869	856,869	41,656	*	960,732	852,944
Probation Board for Northern Ireland	6	0	14,702	14,702	1,800	*	16,467	15,592
Police Ombudsman for Northern Ireland	5	0	8,562	8,562	295	*	9,066	8,462
Total		77,139	1,129,683	1,206,822	71,903	1932	1,362,613	1,224,494
Notes								
1. Includes Departmental Unallocated Provision (DUP) for 2008/09.								
2. Only includes permanent civil servants based on an average taken across the financial year.								
All figures are net of receipts.								
*NDPB staff are not counted as Civil Servants.								

collected and how they are validated, the baselines from which progress is measured and, where necessary, the terminology employed in the PSA. The current Technical Note may be found at Appendix B of this report.

CSR07 Settlement

2.11 The Department has secured a three year funding envelope as part of its CSR07 settlement which will allow it to deliver against its key strategic objectives over the period. The allocated funding levels in each of the three years are as follows:

Table 2.2 – Northern Ireland Office CSR07 baseline and additions

	£ million			
	Baseline	Additions		
	2007-08	2008-09	2009-10	2010-11
Resource DEL	1,152	72	40	40
<i>of which near-cash</i>	929	0	0	0
<i>of which administration</i>	79	-2	-4	-6
Capital DEL	72	0	0	0
Total DEL¹	1,175	61	27	25

¹ Full resource budgeting basis, net of depreciation.

Departmental Strategic Objectives and Public Service Agreement Outcomes

2.12 In line with changes to the PSA framework in CSR07 the Department has developed a suite of Departmental Strategic Objectives (DSOs). These are high level objectives for the CSR07 period (2008/2011) and cover the totality of the Department's business and the use of resources over the CSR years.

2.13 Sitting alongside these DSOs within the framework are two Public Service Agreement outcomes for the Department: 'Make Communities Safer' and 'Justice for All'. These reflect national PSAs and are supported by published delivery agreements.

2.14 A copy of the Department's DSOs and PSAs can be found at Appendix D with supporting information available on the NIO website www.nio.gov.uk

Value for Money

2.15 In response to the Comprehensive Spending Review 2007, the Northern Ireland Office has identified eight value for money reforms that will produce net

cash releasing savings of £108 million by 2010/11, releasing funding for higher value, priority programmes. This will contribute to the Government's overall objective of instilling long-term improvements in public services and achieving £30 billion worth of savings by 2011.

2.16 The NIO Value for Money Delivery Agreement is available on the NIO internet.

Asset Management Strategy

2.17 The Northern Ireland Office's Asset Management Strategy (AMS) covering the period April 2008 to March 2011 is available on the NIO internet. The AMS includes a survey of the Department's asset base together with asset disposal plans and forward investment plans over the Spending Review period.

Departmental Investment Strategy

2.18 The Departmental Investment Strategy is a modern vehicle for planning and managing the use of capital. The NIO's DIS describes and quantifies the capital assets which will be utilised within the Department and the other bodies which contribute to delivering its programmes, and links Government and Departmental objectives to the condition and utilisation of the existing asset base (see Appendix E or consult the NIO website for details).

Business Planning Process

2.19 The business planning process begins in October with the Departmental Board providing a strategic framework for the Department. The individual directorates and divisions consider what needs to be accomplished in the coming year to support delivery of the Department's strategic objectives and the PSA. The Board approves these contributions in March as a Departmental Business Plan, which then forms the central planning tool for the incoming business year. This provides a strategic framework in which all directorate, divisional and other operational plans, in many cases down to individual performance plans, are structured to ensure they contribute to the achievement of Departmental objectives.

Risk Management

2.20 As part of the business planning process risk analyses are carried out on all objectives and targets

from high level PSA targets down to divisional and branch targets. In addition identification and management of risk forms part of the process of development and review of policy in the Department. Policy decisions are taken by Ministers in the full knowledge of the risks involved and the arrangements for managing them.

2.21 The Department's approach to effective risk management is guided by Treasury guidance and advice on best practice which encourages strong senior management support, adopting a transparent risk management policy and framework, linking risk management directly to the achievement of objectives and targets and fully embedding risk management into the internal planning processes and culture of the organisation as a whole. Significant features of the Department's risk management strategy include:

- The Departmental Business Plan is augmented by a corporate risk register which is regularly reviewed by the Departmental Board
- A comprehensive risk policy document and a practical guide to risk management have been produced and circulated
- The development of a risk management website page on the NIONet.

2.22 Understanding and making informed decisions about risk is fundamental to the effective delivery of the Department's policies and services.

Devolution of Policing and Justice

2.23 The St Andrews Agreement (SAA), which was the basis upon which devolution was restored on 8 May 2007, said that in the view of the two Governments implementation of that agreement "... should be sufficient to build the community confidence necessary for the Assembly to request the devolution of criminal justice and policing from the British Government by May 2008."

2.24 The Assembly was statutorily required to report to the Secretary of State for Northern Ireland before 27 March 2008 on progress towards the devolution of policing and justice matters.

The Devolution Programme

2.25 In order to prepare for the devolution of policing and criminal justice the Northern Ireland Office

established a Devolution Programme to manage and co-ordinate the wide ranging work required. This work included close working with the devolved administration and a range of other bodies which would be affected by devolution. Key elements of the programme in 2007/08 involved:

- Assisting the Assembly and Executive Review Committee (AERC) which was tasked with considering the devolution of policing and justice and reporting to the Assembly which in turn would report to the Secretary of State before 27 March 2008. Assistance included the provision of oral and written evidence by Ministers and officials, for example regarding the current structures, relationships, governance and accountability mechanisms of the NIO and criminal justice and policing system, and proposed changes
- Preparing the legislation required to bring about devolution of policing and justice. A draft was shared with the AERC to assist it in its deliberations
- Preparing all the organisational and administrative arrangements required to ensure the effective operation of the future NIO and new 'Department of Justice' from the point of devolution
- Establishing a wide range of projects to deliver different aspects of the programme and a small team to manage the overall programme delivery
- Monitoring community confidence necessary for the Assembly to request the transfer of policing and transfer powers. The most recent opinion poll in January 2008 indicated that 62% of respondents thought that May 2008 was about right for devolving policing and justice (53% right and 9% not soon enough).

2.26 As a result of the work done, the British Government has met its commitment to enable devolution of policing and justice in May 2008 or at whatever point the Assembly seeks devolution of these matters.



CHAPTER 3

Service Delivery

Introduction

3.1 The central aim of the NIO is to deliver the plans outlined in the PSA and the main tasks referred to in paragraphs 3.4 to 3.23. This chapter reports on progress against the PSA and the Public Expenditure Efficiency Programme, records the NIO's performance against a number of central government requirements, and outlines the Department's approach to continual improvement in the services it provides.

Achievement against PSA associated with SR2004

3.2 As part of the settlement which emerged from SR2004, the NIO agreed a new PSA for 2005 to 2008. The PSA, associated Technical Note and Departmental Investment Strategy can be found in Appendices A, B and E. As part of the ongoing commitment to delivery, and in support of the overarching aim set out above, the Department has developed detailed internal plans designed to assist in meeting the particular targets contained in the PSA.

3.3 Appendix C gives an end of year report on performance against the PSA and chapters 4 to 14 contain details of how each aspect of the identified priorities is delivered by the individual directorates and the NIO's associated agencies and bodies.

Progress against the PSA

The Political Context

3.4 Last year was a momentous one for Northern Ireland. The Assembly was restored on 8 May 2007 and responsibility for such matters as education, health, transport, planning, social development, industry and commerce were devolved. Dr Paisley and Martin McGuinness took up office as First and deputy First Ministers and Executive ministers were appointed through the d'Hondt process. All ministers took the ministerial pledge of office to promote the interests of the whole community, participate fully in the Executive Committee and uphold the rule of law. These events gave effect to the two pillars of the St Andrews Agreement – the commitment to power sharing and the commitment to support the police and the rule of law.

3.5 Since 8 May 2007 the Executive has met regularly. It agreed a three-year Programme for Government and budget in January 2008 following a period of consultation and its planning for a major US investment conference in May 2008 is well in hand. The

North/South and East/West institutions of the North South Ministerial Council and the British Irish Council have met regularly. The Policing Board and District Policing Partnerships have been reconstituted to enable Sinn Fein to take up seats. The Government's normalisation programme – Operation Banner – to reduce the military presence in Northern Ireland to normal peacetime levels was completed at the end of July 2007.

3.6 The completion of devolution requires the transfer of policing and justice powers. The St Andrews Agreement envisaged a timescale of May 2008 for this transfer to be made if the Assembly requested it and the Government delivered on its commitment that by this date the practical arrangements necessary to make the transfer would be ready to be put into effect. While the Assembly has not yet indicated when it would like this further devolution to occur, good progress has been made. In March the Assembly and the Executive Review Committee agreed which particular powers should devolve and made a report which was passed to the Secretary of State and laid before Parliament on 25 March. It is clear from public opinion polls that a majority of people across the communities of Northern Ireland believe that the devolution of policing and justice should now go ahead.

3.7 The progress that has been made in the last twelve months has transformed the political context in Northern Ireland and paved the way for long term stability. Dr Paisley's decision to stand down as leader of his party and as First Minister after the investment conference in May will see a new partnership leading the Executive, building on the enormous progress made over the last year.

Policing and Security

3.8 The Department has one PSA target in support of the objective to build and sustain confidence in the effectiveness and the efficiency of the police service and police oversight and accountability arrangements in Northern Ireland:

SR2004 Target 1 (part 1)

Increase confidence in the police throughout all parts of the community in Northern Ireland by 3% by April 2008, to be measured by a composite suite of measures on public views on the fairness and effectiveness of the police and policing arrangements.

(part 2)

Increase the Catholic representation in the police service to 30% by December 2010 as proposed by Patten with an interim target of 23.5% by March 2008.

Policing

3.9 Levels of public confidence in the police generally have increased throughout the year – a tribute to the good work of all those involved in the delivery of policing services including the PSNI, the Policing Board, the Police Ombudsman and the District Policing Partnerships (DPPs). Latest available figures from the Northern Ireland Crime Survey (covering the period January 2006 to December 2007) show that against seven key indicators, there is an average of 79% of those surveyed who have confidence in policing arrangements in Northern Ireland. This represents an increase of 4% on the previous year and exceeds the PSA target by 3%.

3.10 The Department, in conjunction with the PSNI, the Policing Board and the Office of the Police Ombudsman, continues to work on ways of improving public confidence in policing and through a working group aims to identify specific actions that can be taken to build relations and further enhance public levels of satisfaction.

3.11 The Government has achieved its PSA interim target of 23.5% Catholic representation among regular officers in the PSNI by March 2008. As of 20 March 2008 the percentage of Catholic officers in the regular service was 23.92%.

3.12 In his final report published in May 2007, the Oversight Commissioner reported that 140 of the 175 Patten recommendations had been fully implemented and a further 16 had been substantially implemented.

3.13 Following Sinn Fein's declaration of support for policing, the Policing Board was reconstituted in May 2007. As part of this reconstitution three Sinn Fein members took up their allocated seats. For the first time the Board has political representation from across the political spectrum in Northern Ireland. In addition 23 out of the 26 DPPs did not meet the political condition set out in the Schedule 3 to the Police (Northern Ireland) Act 2000 and had to be reconstituted to reflect the balance of political parties within local councils. Appointment of political members was completed in December 2007 and the competition to appoint independent members was completed on 1 April 2008. This tier of the accountability arrangements plays a vital role in allowing local people and police officers to have meaningful dialogue on the top priorities for policing in their areas.

Security

3.14 The final IMC report on the Normalisation Programme published in September 2007 concluded that the programme as a whole had been complied with. It

specifically drew attention to the completion of the work of the programme in respect of military support to the police and action on counter terrorism legislation. In October 2007, primacy for national security related matters passed from the PSNI to the Security Service.

Criminal Justice

3.15 In support of the aim of providing a criminal justice system which:

- Delivers a fair and impartial system of justice to the community
 - Is responsive to the community's concerns and encourages community involvement where appropriate
 - Has the confidence of all parts of the community and
 - Delivers justice efficiently and effectively,
- the Department's two targets are to:

SR2004 Target 2

Increase confidence in the criminal justice system throughout all parts of the community in Northern Ireland by 3% by April 2008, to be measured by a composite suite of measures on public views on the fairness and effectiveness of the criminal justice system.

SR2004 Target 3

The Northern Ireland Office, working in conjunction with other agencies, will:

- Reduce domestic burglary by 2% by April 2005 and by 15% by April 2007;
- Reduce theft of and from vehicles by 6% by April 2005 and by 10% by April 2007; and
- By April 2008, reduce the rate of reconviction by 5% compared to the predicted rate.

3.16 Criminal Justice Directorate has responsibility for the Departmental PSA targets relating to public confidence, crime reduction and a reduction in the reconviction rate. In all these areas the targets have been exceeded this year. Public confidence is now two percentage points above the final SR2004 PSA target of 42%, a one percentage point increase from 2006/07 and a five percentage point increase from the 39% baseline.

3.17 During 2007/08 the Department's Community Safety Unit, in association with other statutory and

voluntary organisations, delivered a number of crime reduction initiatives that addressed the issues of domestic burglary and vehicle crime, in particular theft from a vehicle. The main priority was to continue to raise public awareness of the issues surrounding such crimes and, in relation to domestic burglary, to encourage householders to take simple, inexpensive, but effective measures to protect their home by using the advice given through the website – www.howsecureismyhome.com. By the end of 2006/07 domestic burglary had fallen by 25%, compared to a reduction PSA target of 15% and it was important to maintain this reduction trend.

3.18 Vehicle Crime figures for 2006/07 were down by 53% when compared to the baseline year of 2001/02. A number of projects continued during 2007/08 including Operation Clean Up, together with a media campaign on theft from vehicles which concentrated on specific valuable items that were popular with opportunist thieves. Although the PSA targets were successfully completed in April 2007 the reported crime figures for the first eight months of 2007/08 continued to show a reduction.

3.19 As a key element of the Government's commitment to reducing crime and the fear of crime, the NIO is co-ordinating an initiative to reduce reconviction rates in Northern Ireland. This is aimed at delivering a target 5% reduction in the reconviction rate in Northern Ireland in April 2008, compared to the predicted rate (PSA Target 3). The reconviction initiative is being progressed through an integrated package of measures covering: crime prevention, early diversion, direct supervision and the resettlement of offenders. In addition, Ministers have engaged with the Northern Ireland Executive with a view to establishing an Inter-Ministerial Group on reducing offending, to co-ordinate cross departmental action in this area.

Northern Ireland Prison Service

SR2004 Target 4

Ensure that the annual cost per prisoner place in Northern Ireland falls to £82,500 by 2007/08 with interim targets of £86,290 for 2005/06 and £85,250 for 2006/07.

3.20 The Cost Per Prisoner Place (CPPP) target is calculated by dividing audited net operating costs, measured in resource terms, by the average total available number of prisoner places (not the average number of prisoners) defined as certified normal

accommodation (CNA). The CNA is calculated on a similar basis as in England and Wales.

3.21 The 2007/08 CPPP PSA target was set in SR2004. The £82,500 target was based on a resource outturn spend of £140.993m and a projected CNA of 1,709.

3.22 The forecast actual outturn expenditure for 2007/08 is lower than the projected figure primarily due to the implementation of a three-year efficiency package agreed with the trade unions and improved financial control throughout the year. The current CNA of 1585 is lower than previously projected because of a postponement in building additional accommodation aimed at improving the Service's estate strategy, agreed by the Prison Service Management Board and endorsed by Ministers.

3.23 The CPPP outturn is currently estimated to be £81,458 but this is not a final figure as the Agency accounts have not yet been audited.

Progress against the Gershon Efficiency Report Recommendations

Overview of Efficiency Gains

3.24 The 2004 Spending Review committed the Northern Ireland Office to achieving a target of £90 million of efficiency gains by 31 March 2008 as part of the Government's overall efficiency target based on Sir Peter Gershon's report, 'Independent Review of Public Sector Efficiency' (July 2004). Based on the efficiency savings delivered at the end of March 2008, this target was exceeded by £10.1 million.

3.25 Some 170 efficiency initiatives have been identified, ranging from large projects such as NICHE (a replacement enterprise-wide ICT infrastructure solution for PSNI) to very small ones such as improvements in contracts for cleaning services. Table 3.1 shows the efficiency gains the Department has delivered, broken down by the NIO's six Efficiency Programme Delivery Groups. At the end of the 2006/07 financial year £83.4m of efficiency savings had been delivered, with a further £16.7m savings realised by March 2008. Of the total £101.1m savings identified to March 2008, £79.6m is cash releasing. Measures are in place across all programmes to ensure that service quality is maintained, if not improved, as a result of implementing efficiency initiatives.

Table 3.1 – Overview of Efficiency Gains

DELIVERY GROUP	2004/05 (£000s) Actual	2005/06 (£000s) Actual	2006/07 (£000s) Actual	2007/08 (£000s) Actual
PSNI	5,200	30,026	64,701	64,724
NIPS	1,243	4,260	5,024	7,740
Central Services Directorate	1,200	2,380	2,445	3,778
Criminal Justice Directorate	355	7,162	8,026	19,440
Policing and Security Directorate	226	1,708	2,097	2,334
Political Directorate	378	1,069	1,144	2,133
NIO Total	8,602	46,605	83,437	100,149

Headcount Reduction

3.26 One of the key aspects of the Government efficiency targets is a reduction in the number of civil and public servants. As part of the 2004 Spending Review settlement, NIO committed to workforce reductions of 1,318 public servant posts and 128 civil servant posts (totalling 1,446 posts overall).

3.27 Much work has been carried out in order to establish baseline data and capture staffing reductions already effected following implementation of various change and efficiency initiatives. After factoring in the effect of increases to frontline growth areas, at March 2008, there is an actual reduction of 650 civil servants and 1,180 public servants (totalling 1,830 posts overall).

Lyons Relocation Target

3.28 The NIO undertook to relocate eight posts from its small London office by March 2008. This target was achieved in December 2006.

Efficiency Technical Note

3.29 A detailed breakdown of information on the various efficiency initiatives (both cashable and non-cashable) is contained in the Department's revised Efficiency Technical Note (ETN) which was published in December 2005. Within the ETN, balancing quality measures, monitoring processes, efficiency type and validation metrics are defined for each major initiative to demonstrate delivery and ensure that quality of service is not reduced.

3.30 Table 3.2 overleaf provides an updated breakdown of the Department's efficiency savings using the Gershon workstream classifications.

Central Government Requirements

Monitoring of Performance

3.31 The Department monitors its performance in a number of key areas.

Six Standards

3.32 The Six National Standards for Central Government were introduced to the NIO and its executive agencies from April 1997. Details of the Department's performance can be found in Appendix H.

Ministerial Correspondence

3.33 Details of the Department's performance against targets set for answering Ministerial correspondence can be found in Appendix H.

Payment Performance

3.34 The NIO, including its agencies, complies with the British Standard for achieving good payment performance. Under the Standard, the policy is to pay bills in accordance with contractual conditions, or where no such condition exists, within 30 days of receipt of goods and services. Details of the estimated total number of payments for the 2007/08 financial year can be found at Appendix H.

Regulations

3.35 The NIO makes regulations each year in order to support the implementation of a number of business.

1 Based on agreed HMT return

Table 3.2 - Breakdown of the Department's Efficiency Savings using the Gershon Workstream Classification

Work Stream ID	Workstream Type	2004/05 (£000s) Actual	2005/06 (£000s) Actual	2006/07 (£000s) Actual	2007/08 (£000s) Final
Cash					
1	Procurement (All bodies)	298	3,011	9,952	7,264(1)
2	Corporate Services (PSNI)	5,200	5,717	11,031	11,367
3	Corporate Services (NIPS)	0	142	143	184
4	Corporate Services (All Directorates)	860	1,422	2,304	2,769
5	Policy, Funding and Regulation (All Directorates + PSNI)	773	7,707	8,469	19,456
6	Increased Productivity (PSNI - other)	0	17,227	30,622	33,120
7	Other (All Directorates + NIPS)	160	603	783	1,957
8	Policy, Funding and Regulation (NIPS)	1,243	1,367	3,412	3,503
	Total Cash	8,534	37,196	66,716	79,620
Non-Cash					
1	Procurement (All bodies)	0	1,231	3,962	6,290
9	Increased Productivity (PSNI (PG))	0	4,793	9,374	10,191
10	Productive Time (All Directorates + NIPS)	68	3,385	3,385	4,048
	Total Non-Cash	68	9,409	16,721	20,529
	Overall Total*	8,602	46,605	83,437	100,149

(1) Reduction in 2007-08 actual against 2006-07 actual due to reclassification of cash to non-cash.

objectives. In the past year the Department introduced one Act, five Orders and eight Regulations/Rules. No additional bureaucratic burden was placed on business and frontline staff in the public sector as a result of the introduction of this legislation.

Consultations

3.36 The Northern Ireland Office conducted 13 consultations between 1 April 2007 and 31 March 2008. Of those 13 consultations, 4 were carried out on a limited basis authorised by Ministers. Details of those limited consultations are listed in Table 3.3.

Table 3.3 – Limited Consultations authorised by Ministers

Title of Consultation	Limited Consultation authorised by Ministers (and reasons)
Police and Criminal Evidence (NI) Order 1989 – Modernising Police Powers Your PACE, Your Say.	To link with Home Office review of PACE timetable.
Enhancing Procedural Rights and Judicial Cooperation in EU – Trains in Absentia.	To ensure that all jurisdictions in the UK were following the same procedures.
Investigation Code of Practice under the Proceeds of Crime Act 2002.	Home Office issued this guidance in England and Wales on 30 November 2007. As proposals had UK wide application the consultation was extended to Northern Ireland at a later date.
Search Code of Practice under the Proceeds of Crime Act 2002.	Minister agreed to shortened public consultation period given the legislative timetable in England and Wales and the importance of maintaining parallel timescales in Northern Ireland.

Table 3.4 – Breakdown of Spending on External Consultants and Staff Substitution

Department/Agency	Amount spent on external consultants and professional services	Amount spent on staff substitution
Core	£734,562	£604,709
Northern Ireland Prison Service	£718,690	£293,875
Youth Justice Agency	£236,000	£46,000
Forensic Science	£128,000	£234,000
Compensation Agency	£89,921	£37,735
Crown Solicitor's Office	Nil	£78,194
Public Prosecution Service	£86,678	£103,807
Total	£1,993,851	£1,398,320

Consultancy Expenditure 2007/08

3.37 The Department has adopted a policy of only engaging consultancy support where the particular skills or resources required to deliver the service are not available in-house. Just under £3.4m was spent on external consultants/professional services and staff substitution during the course of the year. Table 3.4 gives a breakdown of spending in the NIO core, executive agencies and law offices.

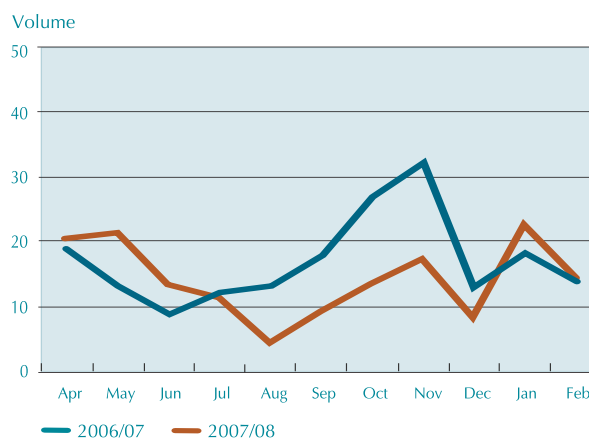
Freedom of Information

3.38 2007/08 was the third year of FOI since the commencement of access rights in 2005 under the Freedom of Information Act 2000. During the period April 2007 to March 2008 the NIO received a total of 166 requests compared with 214 requests for the same period in 2006/07.

3.39 The statistics for April to June 2007 showed that 96% of requests were answered on time, rising to 98% when permitted extensions were taken into consideration. The figures for the same period in 2006/07 were 78% and 93% respectively. For July to September 2007, 80% of requests were answered on time, rising to 89% with permitted extensions, compared to 62% and 81% respectively for the same period in 2006/07. For October to December 2007 69% were answered on time, 83% with permitted extensions compared to 59% and 69% respectively in 2006.

3.40 Table 3.5 compares the volume of FOI requests received during 2006/07 with those received during 2007/08.

3.41 There were 11 FOI appeal cases in 2007, one of which was referred to the Information Commissioner's office, compared to 23 appeals in 2006, of which seven

Table 3.5 – Volume of FOI requests received during 2006/07 and 2007/08

were referred to the Commissioner's office. In 2007 there were six data protection requests.

3.42 The FOI team introduced a number of new procedures during 2007 aimed at improving the response time of requests and ensuring that old cases were brought to a satisfactory conclusion. The procedures include a reminder mechanism which goes to the head of division responsible for the request and an escalation mechanism which ensures overdue cases are drawn to the attention of the Head of IS Division and Central Services Directorate. The NIO Board also took a keen interest in FOI matters, endorsing the new procedures and regularly receiving performance information at Board meetings.

Health and Safety

3.43 The management of health and safety is a responsibility shared between all managers and staff, with the help of guidance from the Department's Health and Safety Advisory Service. In 2007 Office Services Division

undertook an extensive review of the health and safety management systems operating within the Department. As part of this review the Departmental Health and Safety Policy document is being extensively revised. To support the new policy a detailed health and safety training needs analysis is being conducted and training courses are being developed to meet these needs.

3.44 A programme of general health and safety awareness is being rolled-out throughout the Department via e-learning. This should provide a more flexible, efficient and interactive way to deliver a corporate training programme. For the coming year heads of divisions have been invited to include health and safety objectives as part of their 2008/09 business plans.

3.45 During 2006/07, the last full year for which statistics are available, there were 32 accidents at work. None of these were reportable under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995. The main causes of these accidents were slips, trips, falls, cuts and burns. There were no enforcement notices issued against the Department and there were no breaches of health and safety legislation.

Sustainable Development

3.46 The NIO is committed to aligning itself with the NI Executive's policy on sustainable development as set out in the Northern Ireland Sustainable Development Strategy and in its day to day activities striving towards maintaining the best possible environmental performance, thereby contributing to achieving the targets set out in the Sustainable Development Strategy Implementation Plan.

3.47 The NIO plays its part in helping to achieve Government targets on three fronts through liaison with the OFMDFM and other Northern Ireland Civil Service departments, through work carried out by the Department's Office Services and through the Green Champions' Forum.

3.48 For the NIO core the key targets to aim for are:

- To reduce energy consumption and increase the use of energy from renewable sources
- To reduce, re-use, recycle and compost, and to cut the amount of waste going to landfill
- Procurement contracts – to ensure that where appropriate, they contribute to wider government sustainable development targets.

3.49 Activities in the past year included:

- Participation in the Stormont Estate recycling scheme
- Production of a waste management action plan

- Investing in renewable energy systems at Hillsborough Castle
- Participation in the DEFRA managed Government Carbon Offsetting Fund which seeks to offset the carbon emissions from all Ministerial and official air travel.

3.50 Commitments for 2008 include:

- Revising policy on sustainable development to take account of the review of the Northern Ireland Sustainable Development Implementation Plan initiated by the Northern Ireland Executive in late 2007
- Liaising with OFMDFM to ensure that the Department follows standards and best practice and is appropriately positioned to meet future statutory requirements
- Continuing to promote sustainability and ensuring staff are informed and involved
- Running campaigns targeting specific sustainability issues, such as energy efficiency
- Continuing to promote recycling through the Stormont Estate scheme and in buildings outside of the Estate
- Reviewing policy on waste management
- Working with other departments on the Stormont Estate to formulate a Workplace Travel Plan.

Supporting Improvement Strategies

3.51 In addition to the achievement of strategic objectives and targets the NIO is committed to being a socially responsible employer and to continuous improvement to offer better services both externally and internally.

3.52 Much of this improvement agenda is integrated into the normal work of the NIO and details of the actions taken to deliver these changes are described in chapters 4 to 14 which identify the work of the directorates and associated agencies and bodies.

Corporate Social Responsibility

3.53 The purpose of the NIO Corporate Social Responsibility (CSR) policy is to reinforce the Department's commitment to making a positive impact

in the community in which it operates. The NIO is committed to deliver, in partnership with Business in the Community (BiTC), a range of CSR related obligations through the following:

- **Community Involvement** – mobilising and engaging staff to support and enrich the wider community
- **Workplace** – addressing the needs and aspirations of our existing and potential employees through the development of a diversity strategy and commitment to health and well-being
- **Environment** – developing social and environmental practices that minimise waste and maximise efficiencies, and position the NIO as a responsible employer in this area.

Activities during 2007/08

3.54 The NIO Business Improvement Team (BIT) coordinated a “Silver Surfers” Day in May 2007, when seven NIO staff agreed to give practical advice on general computer use and internet access to more senior members of the community at local libraries. They also organised a development event for members of the Department’s “fast stream” at Hillsborough Castle in

November 2007. The challenge included the requirement to advise representatives from Allergy NI, a relatively new charity, on matters about funding, staffing, acquiring premises and devising a business plan. Support for Allergy NI was further reinforced by arranging the successful launch of Allergy NI’s “Young Person of the Year” award event at Hillsborough Castle during January 2008. BIT is currently discussing with BiTC the possibility of arranging a similar challenge to be undertaken by Grade A Development Scheme members – again involving the provision of support and advice to an organisation within Northern Ireland, with the twin objectives of enhancing the capabilities of the organisation supported and developing the relevant NIO staff.

3.55 A member of staff from Criminal Justice Directorate has given a commitment to spend one day a week for a period 12 weeks, starting in January 2008, at the headquarters of Rethink - a local mental health charity - advising on information management and in February 2008 a group of approximately 40 staff from the Department’s Information Systems Division created a basketball/netball court and seating area for the teenage pupils of Glenveagh Special School as part of its annual divisional development.



CHAPTER 4

Political Directorate

Role and Task

4.1 The Political Directorate provides Ministers with high quality advice on the political progress in Northern Ireland. It delivers a range of support and sponsorship services. On behalf of Ministers, it maintains relations with the Northern Ireland Assembly, with the Irish Government, with those serving the devolved institutions, with the political parties in Northern Ireland and with several Non-Departmental Public Bodies (NDPBs) and other independent organisations. In addition, the Directorate provides advice to Ministers on a range of other issues including elections, human rights, public inquiries and aspects of equality policy. The Private Office and Parliamentary Section, which are also within the Directorate, give direct support to Ministers across the whole range of NIO business.

Aim

4.2 The Directorate's work contributes primarily to the aim set out in the Department's Public Service Agreement: *to secure a lasting peace in Northern Ireland based on the Belfast (Good Friday) Agreement, in which the rights and identities of all traditions in Northern Ireland are fully respected and safeguarded and in which a safe, stable, just, open and tolerant society can thrive and prosper.*

Objectives

4.3 The Directorate's primary objective is to ensure that the implementation of the Belfast Agreement is sustained. In support of this, the Directorate's key policy objectives for 2007/08 were:

- Political and constitutional process is supported to secure the restoration of devolution on a stable and inclusive basis
- Ministers and senior officials have a good understanding of the political climate in Northern Ireland
- Legislation to effect future devolution of policing and justice matters developed and ready to be implemented
- The Government's commitments on human rights and equality are delivered
- Develop and implement a policy for dealing with the past
- UK Government and NI administration interface effectively with each other in the interests of both
- UK and Irish Government interface effectively on Northern Ireland issues
- The administration of elections in Northern Ireland is both effective and efficient and consistent, as appropriate, with UK-wide developments.

Looking Back over 2007/08

4.4 The Northern Ireland Assembly was restored on 8 May 2007. Former Prime Minister Tony Blair, the Taoiseach Bertie Ahern, First Minister Ian Paisley and deputy First Minister Martin McGuinness attended a ceremony at Stormont to mark the occasion.

4.5 On restoration transferred matters again became the responsibility of the Northern Ireland Assembly and Executive. Excepted and reserved matters, as set out in Schedules 2 and 3 to the Northern Ireland Act 1998, remain the responsibility of the UK Government and Parliament, with policing and justice matters primarily the responsibility of the Secretary of State.

4.6 On 28 January 2008 the Assembly endorsed the NI Executive's Programme for Government and investment strategy for Northern Ireland. The Programme for Government introduced a commitment to create 6,500 new jobs for Northern Ireland and invest over £500m by 2012 regenerating disadvantaged communities, neighbourhoods, towns and cities and £100m by 2013 improving the quality of life in rural areas.

4.7 In response to requests from the Executive, the UK Government asked Sir David Varney to conduct two reviews to look at ways of maximising Northern Ireland's economic potential. The first review reported in December 2007; the aim is for the second to report in spring 2008.

Preparations for the Completion of Devolution

4.8 The Assembly was required, by section 18 of the Northern Ireland (St Andrews Agreement) Act 2006, to present a report to the Secretary of State by 27 March on progress towards devolving policing and justice powers. That report was required to set out:

- The Assembly's preparations to assume responsibility for policing and justice matters
- Which matters specifically the Assembly was likely to seek to have transferred

- The likelihood that a request to that end would be made before 1 May 2008.

4.9 The Secretary of State laid a copy of that report before Parliament on 25 March 2008.

4.10 The report set out in some detail those subject matters that all parties agreed should transfer to the Assembly as part of the policing and justice package. The Assembly also agreed that there should be a single department of justice overseeing these matters once they devolve.

4.11 The Assembly's report called on the political parties to continue discussions on the outstanding issues of timing and ministerial structures, agreement on which will enable the handing over of those policing and justice powers that the Assembly has agreed should transfer. The Government supported this call for further discussions and stands ready to assist the parties in reaching agreement on the completion of devolution at the earliest possible date.

4.12 In anticipation of devolution, an extensive and complex programme of work was undertaken in the NIO and the wider policing and justice community to ensure that all the necessary practical arrangements had been made to enable the Government to transfer responsibility for policing and justice in May if the Assembly so requested. That programme is substantially complete, and will be refreshed in the coming months to ensure that the transfer can be effected with a minimum of delay, once agreement is reached.

Human Rights and Equality

4.13 In May 2007, the Justice and Security (Northern Ireland) Act received royal assent. This legislation extended significant new powers to the Northern Ireland Human Rights Commission, including:

- The power to access places of detention as part of its investigations
- The power to compel evidence as part of its investigations
- The power to rely on the European Convention on Human Rights when instituting legal proceedings.

4.14 In March 2007 Chris Sidoti, former Australian Human Rights Commissioner, was appointed as the independent Chair of the Bill of Rights Forum which was established following the talks at St Andrews in October 2006. The Forum, made up of representatives of the political parties and civic society, was tasked with providing recommendations to inform the work of the Northern Ireland Human Rights Commission in fulfilling

its statutory duty to advise the Secretary of State on the scope for a Bill of Rights for Northern Ireland. The Forum and its working groups met regularly throughout the year and presented its report to the Commission on 31 March 2008.

4.15 Two new commissioners were appointed to the Northern Ireland Human Rights Commission on 1 December 2007, with Colm Larkin and Lady Trimble replacing Lady Eames and Kevin McLaughlin. Four serving commissioners on the Equality Commission for Northern Ireland were re-appointed.

4.16 Work also continued to ensure the effective operation of the equality provisions in section 75 of the Northern Ireland Act and to review the designation of relevant bodies under these arrangements. A further designation order is scheduled for 2008.

Public Inquiries

4.17 The Bloody Sunday Inquiry was announced by the Prime Minister in January 1998 to inquire into the events of 30 January 1972 when shots were fired by the Army during a civil rights march; 13 people were killed and others were injured, one of whom subsequently died. The Inquiry concluded its public hearings in October 2004 and is now in the process of compiling its report.

4.18 Separate public inquiries into the deaths of Robert Hamill, Rosemary Nelson and Billy Wright were announced by the then Secretary of State on 1 April 2004, following recommendations by the Canadian Judge, Peter Cory. The terms of reference and composition of the inquiries were announced to Parliament in November 2004. The work of the three inquiries is ongoing. The Billy Wright Inquiry resumed its oral hearings on 28 January 2008. The Rosemary Nelson Inquiry began its oral hearings on 15 April 2008. The Robert Hamill Inquiry is due to begin its oral hearings later this year.

Consultative Group on the Past

4.19 In June 2007 the Government established a Consultative Group on the Past to consult across the community on how Northern Ireland can best approach the legacy of the events of the past 40 years; and to make recommendations, as appropriate, on any steps that might be taken by Northern Ireland society in building a shared future that is not overshadowed by the

events of the past. The Group is co-chaired by Lord Eames, the former Archbishop of Armagh, and Denis Bradley, the first vice-chairman of the Policing Board.

4.20 The other members of the Group are Jarleth Burns, former GAA captain of Armagh and GAA analyst, Rev Lesley Carroll, Presbyterian Minister, Willie John McBride, former captain of the British and Irish Lions rugby team, James Mackey, former lecturer in philosophy at Queen's University Belfast and visiting professor at Trinity College Dublin, Elaine Moore, alcohol and drugs counsellor at Northlands, based at Magilligan Prison, and David Porter, Director of the Centre for Contemporary Christianity in Ireland. In addition, Martti Ahtisaari and Brian Currin agreed to act as international advisers to the Group to offer impartial advice on any lessons that might be learned for Northern Ireland from their wide-ranging experience of addressing the aftermath of conflict in other countries.

4.21 The Group has been consulting widely with the political parties and community in Northern Ireland, the British and Irish Governments and other stakeholders and is due to report to the Secretary of State in summer 2008.

Electoral Issues

4.22 Several pieces of secondary legislation have been introduced to build on the reforms to electoral registration and the regulation of political donations contained in the Northern Ireland (Miscellaneous Provisions) Act 2006 and the Electoral Administration Act 2006.

4.23 The Representation of the People (Northern Ireland) (Amendment) Regulations 2007 enable the Chief Electoral Officer for Northern Ireland to request information from certain bodies (such as district councils and the Housing Executive) for the purposes of ensuring that the electoral register is accurate and comprehensive.

4.24 The Government will shortly lay the draft Representation of the People (Northern Ireland) Regulations 2008 before Parliament and hopes that these will be in place shortly thereafter. These Regulations consolidate amendments made to the Representation of the People (Northern Ireland) Regulations 2001 over the last seven years and introduce a number of new amendments required in order for provisions from the Electoral Administration Act 2006 and the Northern Ireland (Miscellaneous Provisions) Act 2006 to have effect for Parliamentary elections in Northern Ireland, including for example, 'late registration'. They will also make a number of changes requested by the Chief Electoral Officer, including extending the forms of ID which are acceptable in Northern Ireland polling stations and removing the requirement that ID must be current.

4.25 A public consultation on proposals to introduce an anonymous registration scheme to Northern Ireland is currently underway. The scheme, which was recommended for introduction by the independent Electoral Commission and which is already in operation in Great Britain, would allow eligible electors to register to vote anonymously if they would face a genuine threat to their safety in the event of their personal details appearing on the full electoral register.

4.26 On the regulation of party funding in Northern Ireland, the Political Parties, Elections and Referendums Act 2000 (Northern Ireland Political Parties) Order 2007 was made to put in place the necessary measures to continue to allow Northern Ireland political parties to accept donations from Irish individuals and bodies from 1 November 2007 when Northern Ireland recipients became subject to most of the rules governing the regulation of donations to political parties which currently apply in Great Britain. This order also made provision for Northern Ireland donation reports to be held confidentially by the Electoral Commission (unless the donation is from an impermissible or unidentifiable donor, in which case it will be made public) for an initial period.

4.27 The Government has recently introduced legislation to regulate loans to political parties in Northern Ireland on the same basis on which donations are regulated: the Electoral Administration Act 2006 (Regulation of Loans etc: Northern Ireland) Order 2008 (which mirrors the provisions relating to donations in the Northern Ireland (Miscellaneous Provisions) Act 2006). When this Order is made the Department will introduce the Political Parties, Elections and Referendums Act 2000 (Northern Ireland Political Parties) Order 2008 (which mirrors the provisions contained in the donations order mentioned in the previous paragraph). Both these orders will be made before the end of May 2008, after which Northern Ireland parties will be subject to most of the rules governing the regulation of loans to political parties which came into force in Great Britain with the Electoral Administration Act 2006.

4.28 Finally, the Government has just introduced the Parliamentary Constituencies (Northern Ireland) Order 2008 to give effect to the new parliamentary boundaries recommended by the Fifth Review of the Northern Ireland Parliamentary Boundary Commission.

Visits and Functions

4.29 In 2007/08, the Directorate organised and managed a substantial number of VIP visits to Northern Ireland, including eleven by members of the Royal

family and two by Heads of State, the President of Croatia and the President of the Czech Republic. It also handled a number of visits by national and international politicians, diplomats and cultural representatives. Many functions were also organised throughout the year, including 29 citizenship ceremonies, two Secretary of State garden parties, one at Hillsborough Castle and one at the University of Ulster in Coleraine, and 16 Ministerial receptions.

British-Irish Intergovernmental Secretariat

4.30 The British-Irish Intergovernmental Conference and Secretariat were established by the British-Irish Agreement which took effect on 2 December 1999. The Conference replaced the Anglo-Irish Conference established by the Anglo-Irish Agreement of 1985.

4.31 Under the terms of the British-Irish Agreement, the Conference is supported by officials of the British and

Irish Governments, including a standing joint secretariat of officials dealing with non-devolved Northern Ireland matters.

4.32 The Secretariat also works closely with British and Irish Government departments in relation to the wider bilateral responsibilities of the Conference. The Conference brings together the two Governments to promote bilateral co-operation at all levels on all matters of mutual interest within the competence of both Governments. All Conference decisions must be by agreement between both Governments, who must make determined efforts to resolve disagreements between them.

4.33 Since October 2002 the Conference has met 17 times at Ministerial level (the last occasion on 26 February 2007) and once at Summit Level (27 June 2005). Matters discussed on those occasions included the political situation, security developments in policing, and economic and social issues. Following the restoration of devolved administration on 8 May 2007, it is likely that the First and deputy First Ministers will be invited to attend future meetings of the BIIGC.



CHAPTER 5

Policing and Security

Role and Task

5.1 The Policing and Security Directorate is tasked with delivering on PSA target 1 as set out in this report.

Aim

5.2 To provide the appropriate financial, legislative and strategic framework in which the police can operate effectively with widespread community support. To take a strategic overview of the security situation in Northern Ireland and to facilitate effective action to counter serious and organised crime and residual terrorism, in a way which both observes human rights and complements the Department's political objectives.

Policing Objectives

5.3 The policing objectives for 2007/08 were to:

- Deliver policing capability - an effective, efficient police service with widespread public support
- Provide operational support - assisting the police in combating terrorism, serious crime and public disorder, and promoting public safety

- Set the legislative framework - upholding and maintaining the rule of law through an effective legislative framework that takes account of the need to secure justice and the rights of individuals
- Support oversight and accountability arrangements - providing an appropriate oversight and accountability framework for policing and security.

5.4 The Directorate is responsible for the delivery of one key target in relation to PSA Objective 2, There are two parts to the target:

PSA Target 1 (part 1)

Increase confidence in the police throughout all parts of the community in Northern Ireland by 3% by April 2008, to be measured by a composite suite of measures on public views on the fairness and effectiveness of the police and policing arrangements.

PSA Target 1 (part 2)

Increase the Catholic representation in the police service to 30% by December 2010 as proposed by Patten, with an interim target of 23.5% by March 2008.

Table 5.1 – Performance against PSA Target 1 (part 1)

Percentage of respondents who think the PSNI does a good job in Northern Ireland as a whole				
Baseline ¹ 2003/04	Jan – Dec 2005	Jan – Dec 2006	Jan – Dec 2007	Change since baseline
58%	61%	61%	67%	9%
Percentage of respondents who think the PSNI treat both communities equally in Northern Ireland as a whole				
Baseline 2003/04	Jan – Dec 2005	Jan – Dec 2006	Jan – Dec 2007	Change since baseline
72%	78%	75%	80%	8%
Percentage of respondents who have confidence in the PSNI's ability to provide an ordinary day to day policing service for everyone in Northern Ireland				
Baseline 2003/04	Jan – Dec 2005	Jan – Dec 2006	Jan – Dec 2007	Change since baseline
75%	79%	79%	84%	9%
Percentage of respondents who think the Policing Board helps ensure that the PSNI do a good job				
Baseline 2003/04	Jan – Dec 2005	Jan – Dec 2006	Jan – Dec 2007	Change since baseline
80%	78%	77%	82%	2%

¹ Baseline police figures sourced from April 2004 Omnibus Survey, all other figures from the Northern Ireland Crime Survey. All figures exclude don't know and refusals.

Table 5.1 – Performance against PSA Target 1 (part 1) (continued)

Percentage of respondents who think the Policing Board is independent of the PSNI				
Baseline 2003/04	Jan – Dec 2005	Jan – Dec 2006	Jan – Dec 2007	Change since baseline
74 %	75%	75%	76%	2%

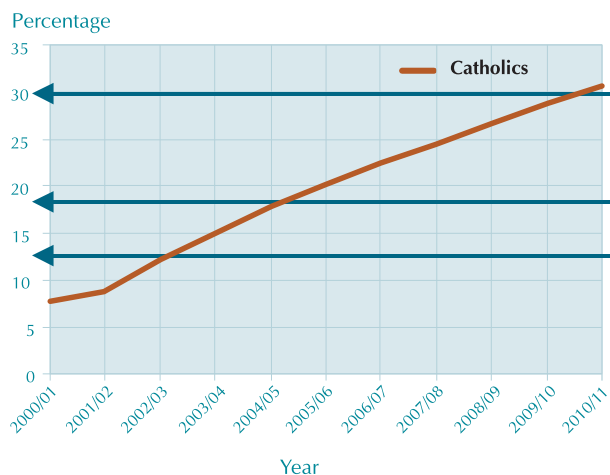
Percentage of respondents who think the Police Ombudsman helps the PSNI do a good job				
Baseline 2003/04	Jan – Dec 2005	Jan – Dec 2006	Jan – Dec 2007	Change since baseline
85%	85%	86%	87%	2%

Percentage of respondents who think the Police Ombudsman is independent of the PSNI				
Baseline 2003/04	Jan – Dec 2005	Jan – Dec 2006	Jan – Dec 2007	Change since baseline
89%	89%	90%	91%	2%

5.5 The above results are taken from the Northern Ireland Crime Survey, the method by which the Department now measures performance against PSA target 1 (part 1). Recent results from January to December 2007, based on a weighted composite measure, show that confidence has increased to 79%, a six percentage point increase on the 2003/04 baseline figure of 73%.

5.6 Performance against PSA target 1(part 2) over the last 12 months has continued to improve consistent with previous years. The NIO remains on target to reach its goal of 30% Catholic composition amongst PSNI regulars by 2010/11. With the last PSNI intake of police trainees on 20 March 2008, 2987 officers have been recruited under the temporary 50:50 provisions. As a result, Catholic composition in the regulars has risen from 8.3% in November 2001 to 23.92% as at 20 March 2008.

Chart 5.1 – Trajectory of Performance against PSA Target 1 (part 2)



Looking Back over Policing in 2007/08

5.7 Against a backdrop of excellent policing, robust accountability arrangements and an impartial, independent complaints process, confidence in policing is high, currently standing at 78%, demonstrating public recognition for the good work being done by the whole policing family. The Omnibus Survey published by the Policing Board on 18 December showed that the overwhelming majority of people in Northern Ireland (92%) feel safe in their communities. Crime is falling; recorded crime in Northern Ireland decreased by 1.7% during 2006/07 - a net fall of 15% since 2002/03. Police figures published before Christmas for the period April to October 2007 show a 14% reduction compared to the same period the previous year.

5.8 Following restoration of the Assembly on 8 May 2007 and as a result of the reconstitution process, Sinn Fein took up its seats alongside other parties on the Policing Board - a clear indicator of the party's support for policing. The new Board met in public for the first time on 6 June. This was the first time since its establishment in 2001 that the Policing Board had representation from all the main political parties. On 6 June 2007 a draft commencement order dealing with a range of issues related to District Policing Partnerships (DPPs) was laid before Parliament. It comprised uncommenced clauses from the Police Act (NI) 2003 and the St Andrews Agreement 2006 and provided for the reconstitution of DPPs to facilitate Sinn Fein membership.

5.9 Under the legislation, District Policing Partnerships must meet the "political condition" set out in Schedule 8 of the Northern Ireland (St Andrews Agreement) Act 2006. Paragraph 2 (6) of Schedule 8 of

the Act states: “the political condition is met in relation to a DPP if the political members of the DPP reflect, so far as practicable, the balance of the parties prevailing among the members of the council on the commencement date”.

5.10 23 of the 26 DPPs did not meet the political condition and needed to be reconstituted. The political appointments have been made and the competition to appoint independent members was completed on 1 April 2008. This tier of the accountability arrangements plays a vital role in allowing local people and police officers to have meaningful dialogue on the top priorities for policing in their areas.

5.11 The Office of the Policing Oversight Commissioner came to an end on 31 March 2007. In his final report, published in May 2007, he confirmed that some 140 of the 175 Patten recommendations had been implemented.

5.12 Since April 2005, and in line with the Patten recommendations, a number of officers have left the PSNI under the terms of the severance programme phasing out the Full-Time Reserve (FTR). As at 31 January 2008 the strength of the FTR was down to 670 officers, representing a total of 696 FTR officers who have left the service since 31 March 2006.

5.13 At a Policing Board meeting on 2 February 2006 the Board agreed in principle to the recruitment of Police Community Support Officers (PCSOs), subject to no variation between the vetting criteria for membership of the PCSO and those which govern regular police officers, and to confirmation of the contents of the proposed terms of employment of the PCSO and the draft legislation, respectively.

5.14 The Policing Board decided to proceed with a second, limited round of Police Officer Part-Time (POPT) recruitment, with a view to providing commanders with an additional resource in the short-term, while the necessary preparatory work is undertaken to allow for PSCO recruitment. As at 31 December 2007, there are 871 officers classified as POPT.

5.15 In November 2007 the seven-year tenure of the first Police Ombudsman, Dame Nuala O’Loan, came to an end. Al Hutchinson took over from Dame Nuala as Police Ombudsman for Northern Ireland on 6 November 2007. Al Hutchinson was appointed following a recruitment process which followed strict public appointment guidelines. Previously Al Hutchinson was the Policing Oversight Commissioner and prior to that he served 34 years in the Royal Canadian Mounted Police.

5.16 In respect of the wider policing family 2007/08 was also an important year. The RUC George Cross (GC) Foundation continued to play an active role in marking

the sacrifices and honouring the achievements of the RUC. In May 2007 representatives of both the Foundation and PSNI travelled to the FBI Academy, Quantico, USA, to attend the unveiling of a sculpture and plaque which acknowledges the contribution of both the RUCGC and the FBI in countering terrorism over the years. The Northern Ireland Police Fund and the Police Rehabilitation and Retraining Trust also continued their important work within the policing family.

5.17 2007/08 was a successful year for recruitment. The PSNI continued to attract large numbers of high calibre applicants from both sides of the community. The number of applications for trainee posts remained consistent, with over 80,000 applications having been received in the 13 competitions to date. The latest campaign (13) achieved the highest rates of Catholic applications at 44.4%. As at 20 March 2008, 2987 recruits have been selected for appointment on the basis of 50% Catholic and 50% non Catholic. Consequently the composition of Catholic officers in the regulars has risen from 8.3% in November 2001 to 23.92% on 20 March 2008.

5.18 The Chair of the Alternative Policing Approaches Towards the Management of Conflict UK Steering Group, moved from the NIO to the Home Office at the end of 2007. The UK Government remains committed to continuing the search for potentially less lethal alternatives to the plastic baton round and the work of the Group will continue. The new arrangement simply reflects the Group’s shift in focus from Northern Ireland to the wider UK policing dimension.

5.19 Following the first formal exchange of police officers between the PSNI and the Garda, which took place in October 2005 under the terms of the protocols signed by the Chief Constable and Garda Commissioner, further personnel exchanges were initiated to cover training, human resources, traffic, IT and community relations. These have subsequently been extended to include immigration, drugs, fingerprints, serious crime and telecommunications.

5.20 With the NIO Firearms and Explosives Branch in the lead, a multi-agency task group was established to deliver a campaign to raise public awareness about the dangers associated with the misuse of fireworks and the consequences of obtaining fireworks illegally. Partners included DHSSPS, DENI, PSNI, NIFRS, Ambulance Service, NIO Community Safety Unit and the Chief Environmental Health Officers Group. The safety and misuse messages were delivered to the whole community by way of a public awareness advertising strategy and this was supplemented by special projects undertaken in schools. At the same time, the PSNI launched a province-wide control and enforcement strategy. Anecdotal evidence suggests that the public

safety awareness and enforcement campaign resulted in a “much quieter” Halloween than previous years.

Security Objectives

5.21 The security objective is to provide a policy, legislative and strategic working framework to counter terrorism, to maintain public order and to combat organised crime effectively, to promote public safety, command community confidence and underpin political developments.

5.22 This requires the Directorate:

- To have in place and maintain a legislative framework for dealing effectively and proportionately with the terrorist threat
- Through the Organised Crime Task Force, to have in place strategies for countering the threat to Northern Ireland society from organised crime. These strategies are developed in partnership with the operational agencies represented on the Task Force
- To advise Ministers and officials on the exercise of powers relating to the security situation in such a way as to ensure they are used in a manner that is effective, proportionate and compatible with human rights obligations
- To keep security policy, including cross-border security co-operation, under continuous review in the

light of changes in the level of threat from terrorism, with the aim of returning to fully normalised security arrangements as soon as the threat level allows

- To co-operate as appropriate with the Parades Commission and others to help bring about accommodation and agreement in respect of disputed parades
- To co-operate as appropriate with the Independent International Commission on Decommissioning and the Irish Government to help bring about the decommissioning of all terrorist weapons.

Looking Back over Security in 2007/08

5.23 During the year the Independent Monitoring Commission (IMC) produced three reports on paramilitary activity. The conclusions from these reports were that the Provisional IRA had abandoned terrorism and violence; the general trend in paramilitary-related incidents had continued to improve; dissident republican groups continued to be active and intent on causing harm; and loyalists, while seeking to encourage community transformation, retained a paramilitary capability and continued to engage in crime. The IMC also produced their final report on normalisation. They concluded that the normalisation programme as a whole had been completed.



Minister Paul Goggins, Chair of the Organised Crime Task Force (OCTF) speaking at the launch of the OCTF Christmas advertising campaign "What Are You Really Paying For?" at the Odyssey Pavillion.

5.24 The Organised Crime Task Force (OCTF) published its seventh annual report in June 2007. The report highlighted the successes of the Task Force against organised crime during 2006/07, assessed the threat to Northern Ireland society from the various forms of organised crime and detailed the initiatives being taken forward in 2007/08. OCTF successes during 2006/07 included:

- £22m of drugs were seized by PSNI
- Counterfeit goods worth £3m were seized by PSNI
- £7 million cigarettes were seized by law enforcement
- Fuel laundering plants were disrupted by HM Revenue and Customs (HMRC)
- 12% decrease in armed robbery attacks compared to 2005/06
- Assets totalling more than £37m were restrained or confiscated by PSNI, HMRC and the Assets Recovery Agency (ARA).

5.25 The Task Force continued to bear down on organised crime in Northern Ireland. The tables below demonstrate the year on year successes:

**Table 5.2 - Activity against Organised Crime
Drugs seizures and arrests 2004/05 – 2006/07**

	2004/05	2005/06	2006/07
Total No. of Seizure Incidents	2,402	2,767	2,590
Street Value of Drugs Seized	£9.5m	£7.1m	£22.5m
Persons Arrested	1,356	1,440	1,726
Persons Charged	1,077	1,276	1,419

Source: PSNI Statistical Report 2006/07

**Street Value of Counterfeit Goods Seized by PSNI
2004/05 – 2006/07**

	2004/05	2005/06	2006/07
Value	£7m	£9.9m	£3.0 m

Source: OCTF Annual Report 2006/07

Oils Fraud – Customs Activity 2004/05 – 2006/07

	2004/05	2005/06	2006/07
Laundering plants disrupted	18	16	18
Seizures of illicit oils (m litres)	1.78	1.08	0.84
Gangs disrupted	5	2	2
Convictions	Nil	4	4
Average Sentence (months)	Nil	2	6
Confiscation Orders	Nil	Nil	Nil
Vehicles Seized	812	956	1,199

Source: HMRC Annual Report 2006/07

Tobacco – UK Market Shares (%)

	2004/05	2005/06	2006/07
Illicit market share:	10-19%	8-18%	Figures not available

Source: HMRC Measuring Indirect Tax Loss 2006/07

Armed Robberies 2004/05 – 2006/07

	2004/05	2005/06	2006/07
No. of armed robberies in NI attributed to organised criminals	64	58	51

Source: OCTF Annual Report 2006/07

**Criminal Assets – Number of Confiscation and Restraint Orders obtained by Police and Customs
2004/05 – 2006/07**

	2004/05	2005/06	2006/07
Confiscation Orders	12	11	23
Restraint Orders	32	22	28

Source: OCTF Annual Report 2006/07

**Criminal Assets – Amounts of Criminal Assets
Restrained or Confiscated by Police and Customs
2004/05 – 2006/07**

	2004/05	2005/06	2006/07
Restrained	£6.4m	£13.5m	£20.5m
Confiscated	£1.4m	£1.04m	£1.44m

Source: OCTF Annual Report 2006/07

**Criminal Assets – Amounts of Criminal Assets
Restrained or Confiscated by ARA 2006/07**

	Number	Value
Disrupted (frozen)	22	£14.5m
Recovered	6.4	£0.4m

Source: OCTF Annual Report 2006/07

Alcohol – UK Market Shares (%)

	2003/04	2004/05	2005/06
Illicit market share:	8%	4%	5%
Mid point of range			

Source: HMRC Measuring Indirect Tax Loss 2006/07

5.26 The Organised Crime Task Force operates at three levels, the Stakeholder Group which is chaired by the Security Minister, Paul Goggins, and comprises a wide range of key representatives from the law enforcement, civic and business communities; a smaller Strategy Group which is chaired by the Director General Policing and Security and which is made up of senior representatives from the law enforcement agencies; and thirdly sub and expert groups comprising representatives of both the public and private sectors.

5.27 The Stakeholder Group meets quarterly to advise on and monitor progress in achieving cross-cutting objectives to combat organised crime in Northern Ireland. It supports the law enforcement agencies in carrying out their statutory duties by creating a climate, politically and presentationally, to enhance their effectiveness. The Group comprises senior representatives from PSNI, HMRC, ARA (up to 31 March 2008), the Serious Organised Crime Agency (SOCA), the Home Office, the Head of the NI Civil Service, the NIO, the NI Policing Board, the NI Chamber of Commerce and Industry, the Federation for Small Businesses and the Confederation of British Industry.

5.28 The Strategy Group's role is to establish a shared understanding of the nature of organised crime in Northern Ireland; identify barriers to tackling the problem; and develop strategies to overcome them. The Group comprises PSNI, HMRC, SOCA, ARA (up to 31 March 2008) and the NIO and informs the strategic priorities set for the Task Force. It also facilitates co-operation and information-sharing across partner agencies and directs and monitors progress of the eight Task Force work streams which focus on enabling and co-ordination, and criminal enterprises.

5.29 These new structures are working well and have helped to clarify reporting lines, improve operational co-operation and strengthen the analytical focus on which the Task Force's work is based. Further information about the Task Force can be found at www.octf.gov.uk.

Normalisation

5.30 Following the Provisional IRA's statement on 28 July 2005, the Secretary of State published a revised normalisation plan on 1 August 2005, setting out the Government's commitment to return the security profile in Northern Ireland to that commensurate with a normal peaceful society within two years, provided the enabling environment was maintained. The work required was divided into three tranches. The IMC's final Normalisation Report published in September 2007 confirmed that all tranches were now complete. The target as set out in the Joint Declaration was for a

peacetime garrison of no more than 5,000 troops, located in no more than 14 bases. This was a marked reduction from 12,700 before the normalisation programme began in 2004 - figures peaked in 1972 when there were approximately 30,000 troops on the streets of Northern Ireland. There are some 3,500 troops currently operating from 11 sites.



Security Minister Paul Goggins accompanies PSNI officers as they walk through a 'normalised' Belfast City Centre

5.31 The security normalisation programme was completed on 31 July 2007. All actions specified in the Normalisation Programme were completed. These included:

- The demolition of towers and observation posts in Northern Ireland
- The withdrawal of troops from police stations in Northern Ireland
- The closure and dismantling of military bases and installations in Northern Ireland
- Troop deployments and withdrawals from Northern Ireland and reduced levels of British Army helicopter use
- The repeal of counter terrorist legislation particular to Northern Ireland.

5.32 As a result of achieving security normalisation the new measures to safeguard the public including reform of the jury system and a new regulatory framework for the private security industry in Northern Ireland will be taken forward.

5.33 The Independent International Commission on Decommissioning (IICD) was established by treaty in September 1997 between the British and Irish Governments to oversee the decommissioning of paramilitary weapons. The completion of PIRA decommissioning was accomplished under the current scheme and the IICD is continuing to seek to secure the decommissioning of weapons from loyalist paramilitary organisations.

Highlights of the Year – Policing

5.34 The police have continued to enjoy the support of the vast majority of the community and while there is still work to be done, results from the Northern Ireland Crime Survey have been highly encouraging - 67% think the police do a good job and 84% believe that the police provide an effective day to day policing service. This year there has been an across the board decrease in crime and it is believed that this reflects a greater confidence within the community to work alongside the police in the prevention and detection of crime. Support is being shown for policing across the board, and the PSNI and the Policing Board are working to develop and implement a strategy of community engagement.

5.35 Currently 23.92% of regular officers are from the Roman Catholic community, with a total of 2,987 recruits having been selected for appointment on a 50:50 basis. Following a wide ranging consultation with interested parties to review the temporary provisions which enable 50:50 recruitment, it was agreed they will continue for a further three years. Legislation came into operation on 29 March 2007. The Department remains on track to reach its target of 30% Catholic composition within PSNI regulars by March 2011 and ending the provisions at that time.

5.36 The search for an effective and acceptable alternative to the plastic baton round, recommended by Patten, continued under the direction of a UK Steering Group; the chairmanship of this Group transferring from the NIO to the Home Office during 2007/08. The Oversight Commissioner confirmed in June 2006 that the Patten recommendations had been fully implemented in this regard and, as noted earlier in this report, the chair of the Steering Group moved to the Home Office at the beginning of January 2008. The Steering Group is developing the Discriminating Energy Projectile (DIP) at present and scenario based trials are due to commence in autumn 2008. At that point the Steering Group's related decision on whether to continue with this programme will be re-assessed. The Government is also committed to monitoring other less lethal measures and to ensure that developing systems are medically evaluated and fully assessed where appropriate.

5.37 North-South policing co-operation continued across a range of areas including the exchange of a number of PSNI and Garda officers in areas such as human resources, traffic, IT, internal communications, roads, policing, community safety, training, fraud, drugs and immigration.

5.38 The Historic Enquiry Team (HET) continued its

work to review the unresolved deaths arising from the security situation in Northern Ireland between 1968 and 1998. The HET is a project comprising a specialised team within PSNI and the Police Ombudsman with support as required from FSNI and the PPS and provides an independent re-examination of unresolved cases, aimed at assisting in bringing closure to those families of victims affected by deaths attributable to the Troubles. They also ensure that all investigative and evidential opportunities are examined and exploited in a manner that satisfies the PSNI's obligation of an effective investigation, in line with Article 2 of the PSNI Code of Ethics. Over a thousand cases have been opened and reviews in 378 of these have been completed.

5.39 The ECRIT Programme to deliver AccessNI was completed on 31 March 2008. In the new reporting year, this new criminal history disclosure unit will deliver improved services through leading edge technology and more comprehensive access to information. With the delivery of AccessNI the NIO has met a key commitment to establish more effective safeguards to protect the vulnerable.

5.40 AccessNI will also have a significant impact on the national stage, giving effect to important recommendations from the Bichard Inquiry and creating a foundation for the implementation of new national safeguarding arrangements under the Independent Safeguarding Authority.

Highlights of the Year - Security

5.41 Despite an upsurge in dissident republican activity before Christmas with the shooting of two police officers, all paramilitary and security indicators, including the seventeenth Report of the Independent Monitoring Commission, continued to demonstrate significant reductions in the levels of paramilitary activity. However in February the PSNI issued a serious threat warning in relation to dissident republican groups which lead to increased security operational activity.

5.42 Like the previous year, the 2007 parading season was again peaceful with police operations in Belfast on the Twelfth of July not requiring military support on the ground.

5.43 On 2 February 2007 the Security Minister Paul Goggins announced a Strategic Review of Parading with the following terms of reference:

- Investigate, examine and report on the significance and relevance of parading as an expression of faith and culture in Northern Ireland

- Investigate, examine and report on the meaning, significance and relevance of parading to broader society in Northern Ireland
- Examine why certain parades are considered contentious, what their impact is on wider community relations and if they encourage sectarianism
- Consider the impact of parading on NI society in the 21st century in terms of social and economic impact and the international perspective of the country
- Drawing on research already conducted, consider how parades, protests and events which take place on the public highway are regulated in other jurisdictions where there are diverse ethnic and cultural populations and traditions
- Consider the merits of local dialogue mediation facilitation and arbitration
- Make recommendations on how parading can be taken forward in Northern Ireland in a way which is consistent with the Shared Future objectives of respect, tolerance, responsible citizenship and promoting equality of opportunity and human rights
- Consider what the implications of the review findings are for public policy, including legislation.

5.44 On 18 April the then Secretary of State, Peter Hain, announced the membership of the Parading Review Body. It is chaired by Lord Ashdown and its members include Sammy Douglas, Mervyn Gibson, Geraldine McAteer, Sean Murray, Mervyn Rankin and Garvan O'Doherty. Since its establishment the Review Body has been meeting with all interested parties and stakeholders to consider various options for parading with the intention of publishing an interim report in spring of 2008.

5.45 The Justice and Security (Northern Ireland) Act came into force in 2007. This will put in place replacement arrangements for the Diplock Courts system and create police and military powers that reflect their changed roles in a normalised security environment. It also provides for the regulation of the private security industry in Northern Ireland by the Security Industry Authority (SIA). When regulation in Northern Ireland commences, the SIA will become a UK-wide body.

5.46 The Organised Crime Task Force's successes during 2006/07 will be reported in the 2007/08 OCTF Annual Report, due to be published in June 2008. Highlights during the year included:

- The merger of the Assets Recovery Agency with the Serious Organised Crime Agency on 1 April 2008. This merger has strengthened the fight against

organised crime by combining the skills of the two agencies into a single unit that is focussing on all aspects of organised criminality

- In 2001 Cash in Transit (CIT) attacks in Northern Ireland accounted for 16% of the UK total. Attacks in Northern Ireland are now down to less than 1% of the overall UK total
- Over £35m of criminal assets have been disrupted, seized, recovered or settled over the past 12 months.

Looking Forward – Policing

5.47 The next year will be a very significant time for policing in Northern Ireland. A key aspect will be ensuring preparations for devolution of justice and policing are taken forward with clear accountability and working arrangements in place.

5.48 Support across the community for policing will continue to enhance the work of the Policing Board and DPPs and it should result in increased reporting of crime. Work will continue across the policing family to build and maintain the current high levels of confidence.

5.49 PSNI will continue to take forward its consideration of the revised structures required for District Command Units and DPPs to provide an appropriate operational response to the Review of Public Administration. Considerable focus remains on further enhancing confidence in the police across the whole community. Catholic representation is expected to reach 25.5% by March 2009. A new Independent Assessor of PSNI Recruitment Vetting is due to be appointed by 1 May 2008.

5.50 Approximately 350 officers are scheduled to leave under the severance arrangements introduced post Patten. Membership of the Full-Time Reserve will continue to reduce. The Chief Constable announced on 21 September 2007 that the security situation requires him to retain a FTR complement of 381 full-time officers to secure the police estate and to provide protection and security in the external police environment. The 381 officers retained will be concentrated in areas of highest threat. The process is planned to commence in April 2008 with others leaving on a phased basis over a period of 12 months.

5.51 Work is continuing on the PSNI LINKS project aimed at reducing the number of police support staff and re-orientating the remaining staff to meet the needs of modern policing. The NIO has already agreed the policy principles and parameters within which the LINKS project can be taken forward, including the commitment to regulation making powers set out in Section 5 of the

Police (NI) Act 2000 as the means to deliver the change in the employment status by 1 October 2008.

5.52 During 2008/09 it is intended to finalise regulations on designated civilians as provided for in the Police (Northern Ireland) Act 2003. The purpose of the regulations is to apply a complaint and misconduct system to civilians and contracted-out staff who have been designated with limited policing powers. These regulations have been delayed pending the publication of a revised code of ethics for regular officers in March 2008.

5.53 Work will also continue to improve co-operation between the PSNI and Garda Síochána by facilitating the movement of officers between both forces through secondments and lateral entry arrangements.

5.54 AccessNI will provide new disclosure services under Part V of the Police Act 1997, delivering more effective safeguards for the vulnerable. More information on AccessNI can be found on their website: www.accessni.gov.uk

5.55 The NIO will also work closely with local and national colleagues to ensure that Northern Ireland takes its place as a member of the independent Safeguarding Authority. This will strengthen safeguarding systems yet further creating a national system to monitor those working with the vulnerable.

Looking Forward – Security

5.56 During the next year the security focus will be on continuing normalisation. The devolution of justice and policing is an important element of that alongside the work to tackle organised crime, to reduce the remaining paramilitary threat still further and to encourage the completion of decommissioning.

Strategic Review of Policing

5.57 The work of the Review Body is ongoing and it intends to publish an interim consultative report in the spring of 2008.

Organised Crime Task Force

5.58 The Assets Recovery Agency merged with the Serious Organised Crime Agency in April 2008 to further enhance the expertise and international reach of the Agency. The Task Force will continue to raise awareness of the dangers of organised crime amongst all sections of the community through OCTF roadshows and awareness

events. The OCTF will also strengthen where appropriate the legislative and regulatory framework available to those disrupting the activities of those involved in organised crime.

Northern Ireland Policing Board

5.59 The Northern Ireland Policing Board was established as an executive non-departmental public body of the NIO on 4 November 2001 under the Police (Northern Ireland) Act 2000. It replaced the Police Authority for Northern Ireland. The Policing Board's statutory duties are to ensure that PSNI is effective and efficient and to hold the Chief Constable to account.

5.60 Its main responsibilities include the following:

- To consult with the community to obtain their views on policing and their co-operation with the police on preventing crime
- To set objectives and performance targets for PSNI
- To publish objectives and targets for PSNI as part of an annual policing plan and to monitor PSNI performance against the plan
- To appoint all PSNI officers above the rank of Chief Superintendent
- To secure an adequate grant for police purposes and ensure that the Chief Constable manages this grant in an appropriate manner
- To oversee complaints against the police and to conduct investigations into complaints against senior officers.

5.61 In May 2007 the Secretary of State announced the membership of the newly reconstituted Policing Board comprising 10 MLAs (4 DUP, 3 SF, 2 UUP and 1 SDLP) and 9 Independents. As part of this reconstitution 3 Sinn Féin members took up their allocated seats. This was the first time the Board had political representation from all four main political parties in Northern Ireland. More information about the work of the Northern Ireland Policing Board can be found on their website at www.nipolicingboard.org.uk

Police Service of Northern Ireland

5.62 The aim of the Police Service of Northern Ireland is to provide a high quality, effective police service to all

the people of Northern Ireland, working to achieve this in partnership with the community and in co-operation with other agencies. Its purpose is to: uphold the rule of law and bring to justice those who break it; play its full part in the eradication of terrorism and the prevention of crime; help preserve the peace; and protect, reassure and assist the community.

Police Expenditure 2007/08

5.63 The police resource and capital allocation for 2007/08 was set at £1,231.9 million, which includes £236m relating to Annually Managed Expenditure (AME), to meet the day to day running costs of the PSNI and funding for Patten related projects. Full statistics and indicators can be found in the Chief Constable's Annual Report, available from PSNI, Brooklyn, 65 Knock Road, Belfast BT5 6LE. In addition a copy of the annual policing plan, setting out the key objectives of the police service can be obtained by writing to the Northern Ireland Policing Board, Waterside Tower, 31 Clarendon Dock, Belfast BT1 3BG or at the Policing Board website www.nipolicingboard.org.uk

Police Ombudsman for Northern Ireland

5.64 The role of the Police Ombudsman's office is to provide an independent system for the handling of complaints against the police in Northern Ireland. The Police Ombudsman is required to exercise his powers in such a way as to secure the efficiency, effectiveness and independence of the police complaints system, and the confidence of the public and of members of the police in that system.

5.65 The Police Ombudsman's resource and capital allocation for 2007/08 was £9.266 million. The office has a complement of 151 staff and they are employed in three main areas: complaints and investigations, research and information, and corporate support. Information on the work of the Police Ombudsman can be found in the Police Ombudsman's Annual Report, published each July and available from the Police Ombudsman for Northern Ireland, New Cathedral Buildings, St Anne's Square, 11 Church Street, Belfast, BT1 1PG. Information can also be found at the Police Ombudsman's website www.policeombudsman.org.

Parades Commission

5.66 The Parades Commission was established under the Public Processions (Northern Ireland) Act 1998 for

the purpose of regulating public processions in Northern Ireland. Specifically, the Commission may:

- Facilitate mediation between parties in particular disputes concerning proposed public processions and take such other steps as appear appropriate for resolving such disputes
- Issue determinations in respect of particular proposed public processions.

5.67 Under the terms of sections 3, 4 and 5 and Schedule 2 to the Public Processions (Northern Ireland) Act 1998, the Commission is obliged to keep its statutory documents (Code of Conduct, Procedural Rules and Guidelines) under review and may submit recommendations for revisions to the Secretary of State for consideration.

5.68 The Commission's budget for 2007/08 was £1.54 million. David Burrows resigned from the Commission with effect from 30 January 2008 following a House of Lords ruling that his appointment had been unlawful. An appointment process to replace Mr Burrows was launched on 18 March 2008.

5.69 Further information on the Parades Commission can be found at www.paradescommissionni.org.

Independent Monitoring Commission

5.70 During the year the Independent Monitoring Commission produced three reports. Two of these were on paramilitary activity, and one on security normalisation.

5.71 Further information on the IMC can be found at www.independentmonitoringcommission.org

Northern Ireland Police Fund

5.72 The Patten Commission recommended that a substantial fund should be set up to help injured police officers, injured retired officers and their families as well as police widows. This recommendation was accepted by Government.

5.73 In July 2000, John Steele, a former senior civil servant in the NIO, was appointed by the then Secretary of State to make further recommendations about the needs of those concerned and the arrangements to set up such a fund. He produced his report containing 22 recommendations in October of 2000. In line with his

recommendations the Fund only supports those affected by terrorist violence. The Northern Ireland Police Fund was set up in autumn 2001 as an independent body, with company limited by guarantee status. In October 2004 John Steele's review of the Police Fund was published.

5.74 The principal role of the Northern Ireland Police Fund is to address the adverse effects of terrorist violence on the police family, particularly in terms of disability and bereavement. In the main this is delivered through the distribution of a range of direct grants supplemented by a series of donations to other police family agencies to enable them to better meet the needs of police who have been the victims of terrorist violence. The Fund has a range of programmes to which eligible individuals can apply for assistance and has an annual budget of £1.8 million. In November 2007 the Fund held their second biennial conference entitled 'Care in the Police Family'.

5.75 Further information on the Northern Ireland Police Fund can be found at www.nipolicefund.org

Police Rehabilitation and Retraining Trust

5.76 The Police Rehabilitation and Retraining Trust was incorporated as a company limited by guarantee on 2 March 1999. It was established to provide members of the RUC and RUCR and their families with assessment, treatment, training and support prior to and following cessation of their service. Its mission is "to enable clients to achieve and sustain a successful transition into civilian life by providing unrivalled personal and careers advice and guidance, psychological and physical therapies, training and employment support". In January 2008 PRRT extended their client base to include the medical aftercare needs of former members of the UDR and the Royal Irish Regiment. More information on the Trust can be found at www.prrt.org or by writing to Police Rehabilitation and Retraining Trust, Maryfield, 100 Belfast Road, Holywood BT18 9QY.

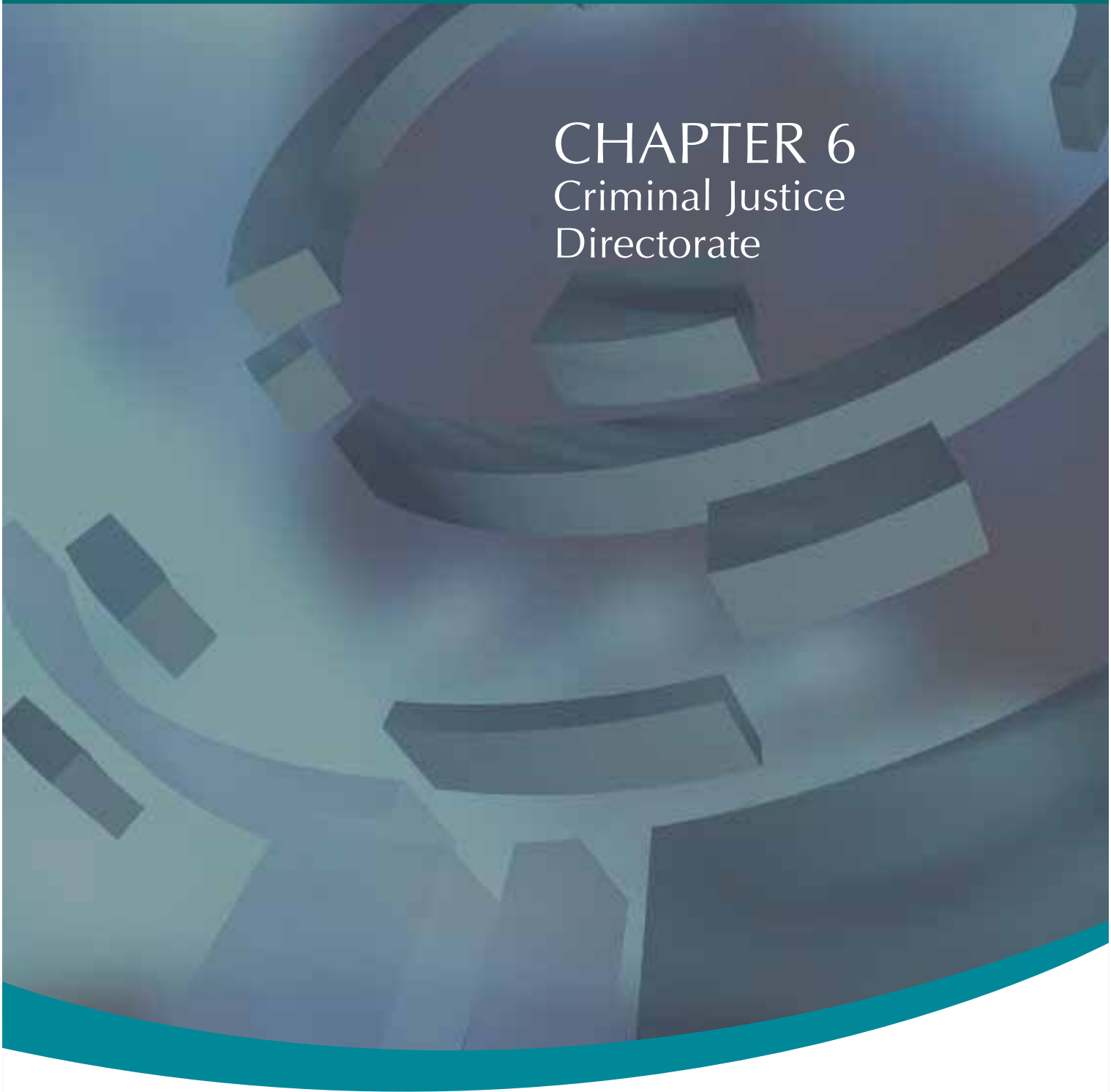
The Royal Ulster Constabulary George Cross Foundation

5.77 The RUC GC Foundation was established in September 2001 by the Police (Northern Ireland) Act 2000. His Royal Highness the Prince of Wales is the patron. The Foundation has a number of statutory

functions including marking the sacrifices and honouring the achievements of the RUC; supporting the professional development of police officers and innovations in policing by means of bursaries and scholarships; undertaking joint initiatives with the Widows' Association and other groups within the police family; and taking responsibility for the Memorial Garden and the proposal for a new police museum. More information on the Foundation can be found at www.rucfoundation.org or by writing to RUC GC Foundation, Brooklyn, 65 Knock Road, Belfast. BT5 6LE.

Bibliography – Relevant Publications in 2007/08

- Office of the Oversight Commissioner Report 6 (June 2006)
- Office of the Oversight Commissioner Report 17 (September 2006)
- Office of the Oversight Commissioner Report 18 (December 2006)
- Northern Ireland (St Andrews Agreement) Act 2006 (22 November 2006) and NI commencement order schedule 8 and 9.
- Northern Ireland Policing Board and Police Service of Northern Ireland - Policing Plan 2006 - 2009
- The Northern Ireland Policing Board (Northern Ireland) Order 2007 and commencement order No 2. Police Service of Northern Ireland and Police Service of Northern Ireland Reserve (Full-Time) (Severance) Regulations 2003
- Fifteenth Report of the Independent Monitoring Commission (April 2007)
- Sixteenth Report of the Independent Monitoring Commission (September 2007)
- Seventeenth Report of the Independent Monitoring Commission (November 2007)
- Independent Assessor of Military Complaints Procedures in Northern Ireland - 13th Annual Report 2004 (2006).
- Sixth OCTF Annual Report (June 2006).



CHAPTER 6
Criminal Justice
Directorate

Role and Task

6.1 During 2007/08 the Criminal Justice Directorate was tasked with the delivery of PSA targets 2 and 3 as set out in Appendix A.

Aim

6.2 To support and help develop an efficient, effective and responsive criminal justice system in Northern Ireland. The Directorate aims to do this by working in partnership with others to:

- Modernise the criminal justice system and promote public confidence in it
- Reduce criminality and the fear of crime
- Develop and maintain a relevant body of criminal law
- Enhance the criminal justice system's responsiveness to the needs of victims and witnesses.

Objectives

6.3 The Criminal Justice Directorate's objectives for 2007/08 were to:

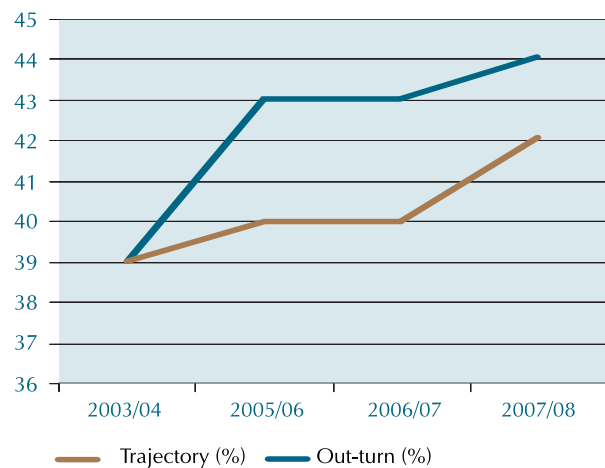
- Steer and shape the modernisation of the criminal justice system in Northern Ireland and enhance public confidence in it
- Maintain and develop an effective body of criminal law for Northern Ireland and to develop new criminal justice provisions in line with Ministerial decisions
- Enhance community safety by reducing crime and anti-social behaviour, and promoting feelings of safety
- Optimise youth justice outcomes, within legislative and resource parameters
- Co-ordinate efforts by the Probation Board for Northern Ireland (PBNI), the Youth Justice Agency, the Prison Service and others to reduce the rate of reconviction by 5% compared to the predicted rate by April 2008
- Plan for structural changes affecting the delivery of criminal justice, including devolution of responsibility to the Assembly
- Secure an improved service to the public through better co-operation, co-ordination and accountability in the criminal justice system, including professional and voluntary bodies

- Support and scrutinise the performance and ensure the efficient and effective operation of agencies and other partner bodies which the Directorate funds.

Looking Back over 2007/08 Criminal Justice Reform and Delivery

6.4 A key objective was to increase confidence in the criminal justice system. The latest results from the Northern Ireland Crime Survey (January to December 2007) reveal that public confidence is at 44%, two percentage points above the final SR2004 PSA target figure of 42%, a one percentage point increase from 2006/07 and a five percentage point increase from the 39% baseline.

Chart 6.1 – Trajectory for Confidence in the Criminal Justice System



	2003/04	2005/06	2006/07	2007/08
Trajectory (%)	39	40	40	42
Out-turn (%)	39	43	43	44
Final Target (%)				42

1. Results exclude 'don't know' responses and refusals.

2. 2007/08 out-turn relates to fieldwork for January to December 2007.

Source: Northern Ireland Crime Survey

6.5 Following its publication of a report and strategy on joint measures to tackle avoidable delay in the criminal justice system in 2006, the designated Delay Action Team (DAT) – comprising members of the Police Service of Northern Ireland (PSNI), the Public Prosecution Service (PPS), the Youth Justice Agency (YJA) and the Northern Ireland Court Service (NICtS) – has

continued to oversee and monitor significant progress in implementing improvements as set out in their programme plan. The DAT is also supported by, and work in close liaison with, the NIO's Criminal Justice Policy Division, who play a valuable and integral role in driving and augmenting this joined-up approach to countering this inherent problem on behalf of Ministers and the Criminal Justice Board.

6.6 Public protection has been the central tenet in many of the key legislative provisions and policy initiatives taken forward in the last year. Following extensive policy consultation, the development of legislative provisions for the introduction of a radical new sentencing framework was a key priority for the year culminating in the publication of a draft Criminal Justice (NI) Order for public consultation in November 2007. The legislative proposals aim to ensure that the widest possible range of sentencing options are available to the courts to realise the Government's responsibilities in terms of public protection, deterrence, punishment and rehabilitation. The proposed new structure removes automatic 50% remission for sentenced prisoners and, amongst other things, specifically provides for: new indeterminate and extended public protection sentences targeting dangerous violent and sexual offenders; compulsory post-release supervision for all offenders; and the introduction of electronic monitoring to enable effective checking of curfew based conditions attached to bail, community sentences or imposed under post-release supervised licences.

6.7 The draft legislation also responds to a number of community safety concerns and creates powers to provide a more effective and efficient criminal justice system. New powers are included to deal with knife crime; to improve road safety in terms of bad driving and public nuisance and to allow police to tackle drink driving more effectively; and to deal with under-age and public drinking that leads to disorder. The proposals allow for greater use of live video links in courts and the improved execution of warrants.

6.8 In addition to proposals on a new sentencing framework, developing policy on protecting the public from the risk posed by sex offenders living in the community has also continued to be a key priority. The Department has taken notice of the concerns raised by the public in relation to sex offenders living in their midst and has worked closely with the statutory organisations involved in the multi-agency public protection arrangements (the MASRAM arrangements) to ensure that efforts to manage risk are as effective as possible. Legislative proposals were published in the draft Criminal Justice (NI) Order which will allow the Secretary of State to issue guidance to a wide range of

agencies to enable them to work together more effectively to maximise their contribution to the risk assessment and management of serious and violent offenders. These proposals are loosely modelled on the multi-agency public protection arrangements in England and Wales, but remain rooted in the non-statutory MASRAM arrangements which currently lead the way in many aspects of the multi-agency risk management field. The draft Order amended in light of consultation was laid for Parliamentary consideration in February.

6.9 The Department also consulted on a fundamental review of the law on sex offences in Northern Ireland and published legislative proposals to introduce a new modernised and strengthened body of law, similar to the Sexual Offences Act 2003 in England and Wales. The Order strengthens protection for all against sexual assault, improves protection for children and young people against abuse and exploitation, improves protection for other vulnerable groups, tackles prostitution and commercial exploitation and modernises, harmonises and consolidates the law. The objectives are to provide coherent and clear sex offences which protect individuals, especially children and the more vulnerable, from abuse and exploitation to enable offenders, particularly abusive offenders, to be appropriately punished, and to be fair and non-discriminatory in accordance with the ECHR, Human Rights Act and the Northern Ireland Act 1998.

6.10 Criminal Justice Reform and Delivery Division (CJRDD) has continued its close co-operation with DHSSPS in the joint development of a regional strategy for dealing with sexual violence and abuse. The strategy framework aims to improve the policy and service responses to the multi-dimensional issues posed by sexual violence across the healthcare, education and criminal justice sectors. The Division has been responsible for developing protection and justice measures, which is one of the three key themes of the strategy. Protection and justice focuses in large part on the development of legislative provisions on sexual offences law, MASRAM arrangements and a new sentencing framework to afford even greater levels of public protection, initiatives aimed at providing better support mechanisms for victims and witnesses of crime, and improvements in offender management. The regional strategy is due for publication in April 2008 and annual action plans will identify the initiatives being taken forward across the five year lifetime of the strategy to deliver on its key outcomes.

6.11 Very importantly 2007 also saw the introduction of a new cross-cutting victim and witness five year strategy entitled 'Bridging the Gap'. The strategy contains a range of proposals, targeting five key objective areas,

which aim to improve the current level of service provision to victims and witnesses of crime across the criminal justice system. The strategy has been developed by a multi-agency Victims and Witnesses Steering Group, led by Criminal Justice Directorate, which is responsible for the implementation and monitoring of the current and future annual action plans. The Group has made much positive progress in driving forward initiatives contained within the 2007/08 strategic action plan which includes: the development of a new victim and witness specific key performance indicator (KPI) linked to the 'Justice for All' PSA target; the development of new victim and witness interactive walkthrough websites which provide step-by-step guides to the criminal justice process; the roll out of the VSNI Witness Service to all magistrates', youth and county courts across Northern Ireland and the piloting of the NSPCC Young Witness Service in designated magistrates' and youth court areas; and the development of a statutory victim information scheme to provide information and support to victims of mentally disordered offenders.

6.12 Work continued in-year on proposals for implementing the recommendation of the Criminal Justice Review on community-based restorative justice. Following the publication of a Protocol for Community-Based Restorative Justice (CBRJ) schemes on 5 February

2007, 15 schemes had by April expressed interest in seeking formal accreditation; five CBRJ schemes have since completed the pre-accreditation process, which includes an inspection by Criminal Justice Inspection Northern Ireland (CJINI) and assessments by a suitability panel, and were formally accredited by Ministers in August 2007. Eleven other schemes are actively engaged in working to meet the stringent requirements of the protocol.

6.13 The third Criminal Justice System Northern Ireland (CJSNI) conference was held in June 2007. The theme of the conference was "Criminal Justice Facing Devolution" and brought together representatives of the local parties, leaders of the criminal justice system and others to discuss and debate issues impacting on the preparations for devolution of criminal justice under a devolved administration.

6.14 The annual Criminal Justice Week in February 2008 aimed to provide examples of best practice and to demonstrate positive progress on key issues to a wider audience. It had a special focus on tackling avoidable delay in the justice system, but also showed the value of youth conferencing, helped de-mystify the courts through open days, and provided an opportunity to acknowledge the continuing work of District Policing Partnerships and



Paul Goggin MP at the launch of Criminal Justice Week 2008

Community Safety Partnerships. The publication of "Criminal Justice in a Shared Future" helped contribute to the debate around key issues facing the criminal justice system in anticipation of devolution.

6.15 A number of legislative consultations were completed during 2007/08, some focusing specifically on Northern Ireland law, others in conjunction with England and Wales. In partnership with the Home Office, three consultations were held on the powers available to the Court of Appeal, criminals profiting from criminal memoirs, and the current law around the possession of indecent images. A consultation was held specifically on the creation of an information scheme with regard to mentally disordered offenders.

6.16 In addition, a number of new legislative provisions were enacted or commenced during the business year. The Corporate Manslaughter and Corporate Homicide Act became law, changing employers' responsibilities and accountabilities for deaths in the workplace. The Violent Crime Reduction Act raised the age at which knives can be purchased from 16 to 18 and created a series of offences around the possession of weapons including replicas. New offences on mobile phone re-programming were created, as were powers to search homes of sex offenders who fail to comply with requirements. As well as amalgamating the Assets Recovery Agency and the Serious Organised Crime Agency, the Serious Crime Act created new laws around assisting offenders, created serious crime prevention orders, and allowed for the greater sharing of data between the public and private sectors.

6.17 A number of meetings were held with Republic of Ireland counterparts under the auspices of the 2005 Intergovernmental Agreement on Criminal Justice Co-operation. Progress was made in a number of areas including the exchange of fingerprint and DNA data on serious crime, the sharing of best practice for the victims of crime, tackling domestic crime, retraining schemes for drink/drive offenders, ideas for restorative justice, the exchange of personnel, the exchange of personal information on sex offenders, and the submission of proposals on sex offenders legislation, highlighting the importance of cross-border co-operation in making the criminal justice system work more effectively.

6.18 The NIO's Statistics and Research Branch continued to support the Department and customers across the criminal justice system through the management of a series of research contracts on bail, youth justice, equity monitoring and offending behaviour. In addition, the Branch was heavily involved in support of the Delay Action Team's requirements for monitoring data to assess the effectiveness of procedures to reduce avoidable delay. A wide range of research and

statistical reports were published including: Digest of Information on the Northern Ireland Criminal Justice System; bulletins on adult and juvenile reconviction rates; and a series of bulletins on findings from the Northern Ireland Crime Survey relating to experience and perceptions of crime, including a specific report on experience of domestic violence.

6.19 The Northern Ireland Law Commission was formally established to keep under review the law of Northern Ireland, with a view to its systematic development and reform, including the codification of law, the elimination of anomalies, the repeal of legislation, the reduction of separate legislative provisions, and generally by simplifying and modernising it. The Commission is drawing up its first programme of land reform.

6.20 Criminal Justice Directorate also acts as sponsor for Criminal Justice Inspection Northern Ireland, which continued with its programme of inspections with recommendations to help the criminal justice system deliver better services to the community it serves. Key reports during the year included Complaints Handling in the Criminal Justice System, the Public Prosecution Service, the Management of Sex Offenders, Community Restorative Justice, the Northern Ireland Prisoner Resettlement Strategy and NI Alternatives. CJINI also carried out an inspection of enforcement for the Department of the Environment.

Community Safety

6.21 The Department's Community Safety Unit (CSU) continued to support the local delivery of community safety through the 26 Community Safety Partnerships (CSPs). An investment of £2m was provided to continue the roll-out of local action plans, developed as a direct result of local consultation. Over 300 local projects are now being delivered involving many statutory agencies, community, voluntary and faith-based groups. The projects vary in nature. However common themes do exist, including tackling domestic violence, underage drinking, anti-social behaviour, fear of crime and domestic burglary.

6.22 CSPs undertook a comprehensive evaluation of local action plans to ascertain the effectiveness of their local projects. The outcome of these evaluations and extensive local consultations will help to inform future local strategic plans to be delivered throughout the 2008/09 to 2010/11 period.

6.23 The CSU has continued to support the development of Neighbourhood Watch across Northern Ireland in partnership with the PSNI and the Northern Ireland Policing Board. The milestone of the 300th

accredited scheme was reached during 2007/08 and an evaluation of the impact of Neighbourhood Watch was completed. An action plan is currently being developed to take forward the recommendations outlined in the evaluation.

6.24 The Unit has also developed its response to hate crime. A system for recording incidents of hate crime, Project RIOH (Recording Incidents of Hate), was piloted in South Belfast from June to December 2006 to enable victims or witnesses to report hate incidents to one of a range of statutory, voluntary and community organisations. The evaluation of the pilot was completed in May 2007 and concluded that, although there were a number of learning points, it would not be appropriate to roll it out across Northern Ireland.

6.25 A new pilot scheme to provide practical support to victims of hate crime commenced in February 2007. The Hate Incidents Practical Action (HIPA) scheme is being delivered in partnership with the Northern Ireland Housing Executive and PSNI and provides home and personal security measures when a victim has been subject to an attack at or near their home because of their race, sexuality, political opinion, disability or religion. The pilot will be evaluated and consideration given as to the best way forward.

6.26 The CSU has committed funds (in partnership with PSNI and OFMDFM) into a significant research project called 'Hate Crimes Against Persons with a Disability' which will gather detailed information on the experiences and fears of hate crime amongst disabled adults. The aims of the research are to investigate the scale and nature of such crimes, raise awareness and identify issues that deter or limit a disabled persons capacity to report such crimes. The research commenced in March and will be completed in December 2008.

6.27 The Community Safety Unit has been involved in developing and supporting a number of projects to prevent and tackle anti-social behaviour including:

- The 'Summer Splash' scheme in Newtownabbey, Carrickfergus and Larne boroughs to divert young people away from anti-social behaviour
- The Essential Services Safety Group, which works to reduce the number of attacks on the emergency services in West and North Belfast and Lisburn
- The Belfast parks anti-social behaviour scheme
- 'Clean neighbourhood' projects in Cookstown, Ards and Omagh to reduce environmental anti-social behaviour and promote feelings of safety.

6.28 The CSU continued to provide advice and information to agencies on tackling anti-social behaviour

issues including the use of anti-social behaviour orders and acceptable behaviour contracts and continues to work with key stakeholders to identify any legislative gaps to be addressed under the ongoing review of the community safety strategy.

6.29 The CSU has contributed financially to the CJINI evaluation of the effectiveness of ASBOs. The final report is awaited.

6.30 The domestic violence strategy, "Tackling Violence at Home," set out the way ahead to tackle domestic violence in Northern Ireland. The first action plan accompanying the strategy covered the period October 2005 to March 2007. A second 2007/08 action plan was launched in November 2007 and work is currently ongoing on the 2008/09 action plan, which will be published in spring 2008. In partnership with the Department of Health, Social Services and Public Safety (DHSSPS), the Unit has driven a number of key projects including a media campaign targeting both male and female victims of domestic violence. A media campaign aimed at perpetrators of domestic violence will be delivered by summer 2008. The Unit continued to provide co-funding of the 24-hour free phone domestic violence helpline.

6.31 CSU continued to oversee the roll-out of the installation of 87 new CCTV cameras across 19 locations in Northern Ireland. The first scheme (Newtownards) went live in September 2007.

6.32 The CSU worked in partnership with a range of statutory and voluntary organisations to implement a series of initiatives to address car crime and domestic burglary. For example, Operation Clean Up (which removes vehicles that the police consider are being used for criminal purposes and that have been untaxed for three months) continued. Since the project commenced over 6,550 vehicles have been removed from our streets – around 54% of these were destroyed. The project operated at a much reduced level during 2007/08 with less than 200 vehicles removed during the first nine months. Around 12% of these vehicles were destroyed.

6.33 In addition, the theft from vehicles advertising campaign, "If they see it, they'll steal it" was re-run with one new radio advertisement that targeted the theft of vehicle satellite navigation systems, together with Adshel advertising and an admobile provided to local DCUs and CSPs so that the campaign message was promoted widely and at local community level. Local car magazines and 17 retailers assisted with delivering the message, "Pocket your sat nav before someone else does".

6.34 In September 2006 the CSU launched a website – www.howsecureismyhome.com which provides advice

and guidance to all householders on how they can take simple, inexpensive, but effective measures to improve the security of their homes. A supporting DVD was circulated widely as a crime prevention training tool. Further publicity was initiated during 2007/08 to raise public awareness and promote this website.

6.35 The Government continued to work to protect older people within the community. The Lock Out Crime Scheme was completed in June 2007. By that date around 18,000 homes had additional security measures in place. The 'Unknown Callers' television advert was also re-run during the year, to remind everyone, but particularly older people, to take care when opening their door to unexpected callers. The "Proposals for the Safety of Older People" strategy was developed with assistance from key stakeholders and issued for consultation. Responses to the consultation will be posted on the CSU website – www.communitysafetyni.gov.uk by spring 2008. A directory of community safety projects and local support services available to victims specifically targeted towards older people was developed and will be revisited after the outcome of the consultation process. NIACRO was commissioned to undertake an evaluation of all "Good Morning" projects running in Northern Ireland, which are partially or fully funded by the CSU. This evaluation suggested that a strategic steer was required to help sustain the projects and to form a network. Work has been ongoing to facilitate this process. CSU ran a campaign in 2007/08 to deliver over 70,000 "Message in a Bottle" packs to vulnerable and elderly people, to enable emergency services to have access to vital medical information in the event of an incident at home. General feedback from recipients suggested this project was successful and helped older people feel less vulnerable.

6.36 The CSU, working with Belfast City Council and DSD, jointly funded a pilot alleygating project in five areas of Belfast. In line with the guidelines approved by DRD for the provision of alleygates, Bryson Charitable Group was engaged to undertake a community consultation which culminated in around 160 alleygates being installed by March 2007. Initial evaluation findings suggested that communities felt a lot safer after these alleygates had been installed, with a reduction in the fear of crime. There were mixed messages on actual reductions in domestic burglary, but the local communities' perception was that levels of anti-social behaviour and annoyance caused by youths had reduced. Communities also felt better about the local environment.

6.37 Working with Help the Aged and Age Concern, the Government provided funding for a Handyvan

Scheme in the greater Belfast area to provide home security measures and help reduce the fear of crime among older people; 1,311 referrals led to over 8,764 additional home security items being installed in homes.

6.38 As highlighted above, working in partnership with both the statutory and the voluntary and community sectors is a key element of the role of CSU. This has been reinforced through CSU's commitment to the voluntary and community sector who work in the field of criminal justice by providing nearly £3m in core funding to the voluntary organisations Victim Support NI, NIACRO and Extern. The Department's commitment to the sector has been included in the Government's Strategy for Support of the Voluntary and Community Sector – Partners for Change which was launched (by DSD) in July 2007.

6.39 In September 2007, 'Bridging the Gap', a new five year strategy to improve criminal justice services to victims and witnesses of crime in Northern Ireland, was launched. In line with this strategy, CSU continued to address the needs of victims and witnesses through the provision of over £2m to Victim Support NI; who offered support to around 35,000 victims following a crime occurring, helped around 1,800 applicants claiming criminal injuries compensation and supported about 5,000 people attending court. A key strand of the strategy action plan, to roll-out witness services across Northern Ireland, was achieved in August 2007 (see highlights of the year section).

6.40 Finally, the CSU in partnership with PSNI and Newtownabbey Borough Council supported the continued development of Bee Safe – a proactive, multi-agency community safety initiative specifically aimed at helping primary seven children to learn more about their own safety and the safety of others – through the funding of a regional co-ordinator post which has seen the extension of Bee Safe into all local council areas.

Criminal Justice Services

6.41 In setting out its vision, the youth justice sub-group of the Criminal Justice Board developed a Charter for Youth Justice which articulates a set of agreed outcomes for the youth justice system as a whole; describes how these will be achieved; and establishes key priorities for joint action with partnership agencies. During the year a Youth Justice Advisory Group was established, bringing together statutory youth justice interests from Northern Ireland and the Republic of Ireland. The Group, which meets on a quarterly basis, operates under the auspices of the Inter-Governmental Agreement on Criminal Justice Co-operation. Its role is to advise on the potential for developing co-ordinated



Criminal Justice Week seminar on challenging avoidable delay - (L to R) – Gareth Johnston, Stephen Leach, Paul Goggins MP and Sir Brian Kerr, Lord Chief Justice.

Youth Justice Services in both jurisdictions, which are evidence based and built on good practice.

6.42 An independent evaluation of the delivery of Attendance Centre Orders by the Youth Justice Agency was carried out by Independent Research Solutions. In addition Criminal Justice Inspectorate Northern Ireland undertook a comprehensive review of the Agency's Youth Conference Service. Both reports confirmed that the Agency was making a very positive contribution to the Youth Justice System in Northern Ireland.

6.43 The State Pathologist's Department (SPD) carried out over 1,500 autopsies during the reporting year and in almost all cases was able to release bodies in time to allow the families of the deceased to arrange for burial within the traditional three day period. Construction work on the new forensic mortuary building which started last year has made steady progress and it is expected that all post mortem examinations after June 2008 will be undertaken in the new forensic mortuary.

6.44 During the past year the Criminal Justice Directorate has continued to work closely with Forensic Science Northern Ireland to take forward a major modernisation programme which is approaching

completion. Details of this programme are included in the chapter on FSNI.

6.45 During the year the process of appointing the Chairman of the Probation Board for Northern Ireland for a three year period, with effect from 1 December 2007, was completed.

Highlights of the Year Criminal Justice Reform and Delivery

6.46 One of the highlights of the year was the publication of the draft Criminal Justice (Northern Ireland) Order 2008 for public consultation, delivering on Ministerial commitments around public protection. The draft legislation built on work in the preceding business year during which a series of sentencing options were proposed in a policy consultation. The draft Order was published in November 2007 and consulted upon until January 2008 including referral to the Northern Ireland Assembly for its views. The proposals included the creation of public protection sentences for violent and

sexual offenders, the removal of automatic 50% remission to be replaced with licence and recall powers, and the creation of Parole Commissioners for Northern Ireland.

6.47 The ongoing work by the Delay Action Team continued to be the keystone of the campaign to reduce avoidable delay in the criminal process and deliver tangible results quickly in the future and reinforced our joint commitment and genuine investment to counter this problem. The DAT also established challenging but realistic performance standards for cases processing times with relation to the three court tiers, namely the Crown, Magistrates' and Youth Courts. The recommended performance standards received Ministerial endorsement in June 2007 and now comprise three of the five KPI targets contained in the Government's CSR07 Justice for All Public Service Agreement. The objective is to achieve the desired performance standards by March 2011 over the course of the next three financial years, commencing in April 2008. The standards will be kept under review to ensure they continue to provide sufficient challenge.

6.48 The second annual CJSNI Awards gave recognition to the unsung heroes in both the statutory and non-statutory sectors of criminal justice, who by

their commitment, dedication and expertise make Northern Ireland a safer and better place to live.

6.49 Dungannon Courthouse played host to a Criminal Justice Open Day event involving young people from six local schools. The event was aimed at highlighting the dangers and consequences of breaking the law on the roads. Young people were able to see a mock road traffic accident, witness an arrest and line up, act as jurors in a mock trial, view a mock video remand hearing, listen to a 'Prison Me - No Way' presentation by the Prison Service, take part in a mock youth conference and attend a criminal justice careers fair to see the types of jobs available across the criminal justice system. "After seeing this I am not going to break the law" was a sentiment echoed by many of the students who attended the event.

6.50 The Annual Criminal Justice Week took place in February 2008. Entitled "Criminal Justice in a Shared Future" the aim of the week was to promote confidence in the criminal justice system through presenting positive developments and exemplars of the good work that is being carried out right across the system. The week commenced with a major seminar on challenging avoidable delay in the system. Other events included an



Secretary of State Shaun Woodward MP addresses delegates attending the launch of Criminal Justice Week 2008.

event to mark the work of the District Policing Partnerships and Community Safety Partnerships; an event focusing on youth conferencing; and a series of court open-days across Northern Ireland. In addition to this core programme, individual agencies organised many regional and local events.

6.51 The launch in September 2007 of the new victim and witness five year strategy, and its associated first year action plan, marked a significant milestone in the co-ordinated development of victims' services across the criminal justice system helping to ensure that the needs of victims are mainstreamed within decision-making across the criminal justice system. The launch event was spearheaded by the Criminal Justice Minister, Paul Goggins, and the strategy's publication was warmly welcomed by a number of key speakers including the Lord Chief Justice, Sir Brian Kerr, the Criminal Justice Inspector, Kit Chivers, and the Chief Executive of Victim Support NI, Susan Reid. The launch also profiled the implementation of two initiatives included in the action plan for 2007/08; the successful roll out of the Witness Service into all Crown, Magistrates' and Youth courts in NI and the introduction of two new victim and witness interactive walkthrough guides on the CJSNI website. The event attracted extensive media coverage across television, radio and regional newspaper reporting and helped to raise awareness of victims' issues across the sector.

Community Safety

6.52 A highlight of 2007/08 was the partnership working with the PSNI and others that led to the over-achievement of the Department's SR2004 Public Service Agreement targets for domestic burglary and car crime. Against agreed targets of a 10% reduction in car crime and 15% reduction in domestic burglary, the Department actually achieved respective reductions of 53% and 25%.

6.53 During the year there were a number of instances when attacks on older people attracted high levels of media interest and the CSU took forward a number of initiatives in response. These included the issue of the strategy document, "Proposals for the Safety of Older People" for consultation; the issue of over 70,000 "Message in a Bottle" packs; the continuation of Handyvan which attracted wide community support; and the support and funding provided to many local projects via the Community Safety Partnerships.

6.54 Neighbourhood Watch, which is delivered in partnership with the Northern Ireland Policing Board and PSNI, also continued to flourish during the year reaching over 300 schemes.

6.55 The Community Safety Unit in partnership with

PSNI, the NI Ambulance Service and the business community funded and launched the innovative SOS Bus in Belfast in November 2007. Trained staff on the bus provide medical care, crisis management and a safe haven for people socialising in Belfast in the early morning hours of each weekend. The bus acts as the first point of contact for those whose well-being is threatened by drugs, alcohol, inability to get home, illness or injury, emotional distress or other vulnerability, addressing several of the Department's key priorities: alcohol-related anti-social behaviour and violence, alcohol and drug misuse and the fear of crime.

6.56 Another highlight of the year was the launch of the rolled-out Victim Support Witness Service in September 2007. CSU provided funding of over £500k to Victim Support Northern Ireland and the NSPCC for the provision of witness support services in courts across Northern Ireland. CSU worked in partnership with these two voluntary organisations, as well as criminal justice agencies, to ensure that the VSNI Witness Service was rolled out into all Crown, Magistrates' and Youth Courts by August 2007 and that the NSPCC Young Witness Service (which was available in the Crown Court) was piloted in the Magistrates' and Youth Court, thus achieving a key action within the Bridging the Gap – Victim and Witness Strategy 2007-12.

Criminal Justice Services

6.57 The new purpose designed Juvenile Justice Centre (Woodlands) which became operational in January 2007 was officially opened by the Secretary of State on 5 November 2007.

6.58 During the year the construction of a new purpose built forensic mortuary for the State Pathologist's Department on the Royal Hospitals site, immediately adjacent to the current building, progressed at a satisfactory rate and it is expected that the forensic mortuary staff will move from their present accommodation at Forster Green to the new building in the spring of 2008. This move will enhance SPD's effectiveness and efficiency by providing a modern mortuary facility for performing forensic autopsies and by bringing all of its staff onto a single site.

6.59 During the year the work of the forensic mortuary and laboratory staff in SPD was evaluated under the Health Service Agenda for Change initiative (by the Belfast Health and Social Care Trust on behalf of the NIO) to ensure that they would be treated on a par with their colleagues in the Health Service.

6.60 The newly appointed Chief Executive of FSNI instituted a major overhaul of the Agency's management structure and procedures in addition to dealing with media interest in various high profile issues.

Causeway

6.61 The Causeway Programme was established in 2002 following the Criminal Justice Review and is considered critical to the effective operation of the Criminal Justice System in Northern Ireland and to its modernisation and reform agenda. The Programme is a joint enterprise by the Criminal Justice Organisations (CJOs) and aims to transform criminal justice in Northern Ireland through new business processes and applications based on electronic information sharing. Causeway established the NIO's first Public Private Partnership (PPP) contract when a ten-year managed services contract was signed with Fujitsu Services in August 2003.

6.62 The Causeway Programme aims to transform and significantly improve the effectiveness and efficiency of the Criminal Justice System in Northern Ireland through the implementation of electronic information sharing consequently reducing re-keying, duplication, photocopying and facilitating the better use of professionals' time across the system.

6.63 The vision of the Causeway Programme is that: *"All the information shared within the Criminal Justice System will be accurate, consistent, up-to-date, and accessible electronically by the staff who have a need to use it."*

6.64 The Programme is internationally recognised and, when implemented, will be one of only three fully integrated criminal justice case-handling systems in the world and the most advanced in Europe.

6.65 The Programme successfully delivered an electronic Criminal Record Viewer (CRV) in March 2004 and a Case Preparation System in June 2005. The CRV provides on-line access to records previously received via letter. Since its implementation other agencies such as the Youth Justice Agency, Compensation Agency, the NI Security Vetting Unit and the Police Ombudsman have gained direct access resulting in improvements and efficiencies within their business processes. For example, previously these agencies requested copies of criminal record information on paper with forms, posted and delivered through the internal mailing system. On average the turn around time from request to receipt was three working weeks. Causeway replaces the paper based and traditional mail systems and provides the information electronically in a matter of seconds. The Case Preparation System facilitates the sharing of information between the police and FSNI on evidence and with the PPS on pursuing a prosecution. The CRV and Case Preparation Systems are operationally stable. Over the last 12 months Fujitsu Services consistently met or exceeded the contractual performance target of 98.5%

availability for the Case Preparation System and the CRV was available 100% of the time.

6.66 The Programme is currently working towards the implementation of another major component later this year. This release involves some of the most complex elements of the Programme - delivering court results and some aspects of custody. The final stage brings Probation on board and provides additional elements of custody information.

6.67 An initial evaluation of benefit (subject to confirmation) indicates that to date the elements of Causeway that are operational have already delivered £10.5m in terms of efficiency savings. These savings have been re-cycled by the CJOs and have facilitated the release of staff and resources to other operational priorities, e.g. PSNI report (subject to confirmation) that 101 police officers have been returned to front-line duties and 31 civilian staff have been redeployed as a result of the implementation of the Case Preparation System. Additionally, following the release scheduled for delivery later this year, approximately 90% (£65.7m discounted to £42.5m subject to confirmation) of the original benefits are expected to be realised. Consequently, the NIO intends to review the final stage of the Causeway Programme to ensure that the optimum delivery mechanism is employed to implement the remaining elements.

Looking Forward

Criminal Justice Reform and Delivery

6.68 Subject to successful passage and approval by Parliament, the draft Criminal Justice Order will have major implications for the Department and for the wider criminal justice system. This major overhaul of sentencing and related powers has its own implementation strategy embracing new powers for the courts, new requirements for prisons and probation and the creation of a parole body for Northern Ireland. It is expected that the proposals for the draft Criminal Justice (Northern Ireland) Order 2008 will be approved by Parliament in spring 2008. £13.9m has been allocated in the CSR07 settlement to implement the sentencing framework over the next three years. Ministers have already indicated that the provisions dealing with public protection sentences for dangerous sexual and violent offenders will be a priority and they are expected to be available to the courts within weeks of becoming law.

6.69 Statutory arrangements to provide for multi-agency management of the risk posed by sexual and

violent offenders in Northern Ireland will be implemented later in 2008 and the Department will work closely with the agencies involved to prepare for the launch of the new public protection arrangements. New legislation will also come on stream to strengthen penalties for breach of any court based orders and licence conditions underpinning the release of a serious sexual offender into the community. This will mean, for example, that serious offenders, who will continue to be released at the half-way stage following implementation of the new sentencing disposals, will face public protection sentences for breach of a Sexual Offences Prevention Order or recall for the whole of the remaining part of a sentence if a sex offender licence is in place and has been breached. The Department will also look closely at developments in England and Wales, including recommendations arising from the Home Office Child Sex Offender Review Project and the possible introduction, following the Criminal Justice and Immigration Bill, of Violent Offender Orders. Additionally, legislation will be implemented to reform the body of law on sexual offences in Northern Ireland and to update and modernise the law on kerb crawling and related issues following concerns about prostitution in Belfast city centre raised by residents and locally elected representatives.

6.70 A key challenge for all the parts of the system will be to continue to increase public confidence in the criminal justice system. For the CSR07 period, commencing in April 2008, a new PSA outcome, 'Justice for All', has been developed. The new PSA outcome will encompass objectives for three important areas of work:

- Increasing confidence in the fairness and effectiveness of the criminal justice system
- Increasing victim and witness satisfaction with the criminal justice system
- Reducing 'time to trial' for criminal cases brought to the courts.

6.71 The Delay Action Team has a challenging task in the months ahead which will include oversight of performance against the new performance standards for criminal case processing in the different court tiers. There are several measures designed to streamline existing procedures with a view to eliminating, as far as is possible, unnecessary delays within the system. These targets will become an integral component of the Criminal Justice Board's oversight of the criminal justice system.

6.72 A programme of engagement with elected representatives will be put in place to raise debate around criminal justice issues in advance of devolution. This engagement will form part of a wider programme of events to raise awareness of the scope and extent of the

work of the criminal justice system including further development of the CJSNI website.

6.73 The year ahead will also see the introduction of number of new initiatives to underpin key objectives in the five year 'Bridging the Gap' strategy for victims and witnesses of crime. Although the 2008/09 plan has yet to be finally established with partner agencies, proposals will include: the development and publication of a new multi-agency code of practice for victims and witnesses to establish standards for all criminal justice agencies interacting with victims and witnesses; the introduction of a cross-cutting victim and witness satisfaction survey; and an examination of the potential for the establishment of a dedicated Victims Fund to support the implementation of strategic initiatives.

6.74 The Regional Strategy on Sexual Violence and Abuse is scheduled to be published jointly by DHSSPS and NIO Ministers in April 2008. The Strategy's Protection and Justice Action Plan, which falls to NIO to implement, sets a challenging series of improvement objectives for 2008/09. These will include managing important changes to legislation, identifying models of best practice in inter-agency sex offence case-handling particularly those involving rape, improving support mechanisms for victims of sexual violence and abuse and implementing new procedures to manage more effectively the risks posed by sex offenders.

6.75 As further community-based restorative justice schemes attain accreditation during 2008, the protocol will become fully operational enabling accredited schemes to begin receiving, from the Public Prosecution Service, referrals of low level criminal offences deemed suitable for a community restorative disposal rather than traditional prosecution through the courts. A review panel will be established to monitor the operation of the protocol and the outcomes of all referrals to schemes, and over time will assume a role in assessing the effectiveness of particular community interventions.

6.76 It is also proposed to advance work on identifying a range of options for other potential alternatives to prosecution for very low level offences or first time offenders. This will include looking at options for penalty notices, prosecutorial fines and other restorative-based interventions. The inter-agency Fine Default Working Group will bring forward further proposals to improve the collection of fines and to create alternative disposals for the courts.

6.77 The criminal justice system will continue to invest in the CJSNI conference and outreach events. The aim is to raise public awareness of the wide spectrum of work on criminal justice issues and build on existing communication processes which encourage dialogue with the broader criminal justice community.

6.78 During 2007/08 the Northern Ireland Law Commission will be actively raising its profile with key stakeholders and developing its work programme for the next three years.

Community Safety

6.79 During 2008/09 the CSU will publish a draft revised community safety strategy for public consultation. This strategy will shape community safety priorities for the next three to five years. Tackling anti-social behaviour will be a major focus for the Unit in 2008/09 with initiatives developed to tackle the problem at a local level and to co-ordinate activities among those agencies that are currently dealing with the issue. Work will continue to focus on diversion, as well as reducing environmental anti-social behaviour and promoting feelings of safety. Evaluations of current projects will be considered and further programmes and policies developed in response to issues identified on the ground.

6.80 Local community safety projects will continue to be funded through CSPs. The CSU will also continue to work closely with CSPs to implement, where possible, the recommendations of the CJINI report. The implications of the Review of Public Administration and Community Planning will also have a major impact on the delivery of community safety. To this end CSU will continue to work closely with CSPs, NIPB, DOE and others to ensure that community safety remains an integral part of local community plans.

6.81 The Unit will continue to support agencies in the use of appropriate interventions to tackle anti-social behaviour including anti-social behaviour orders and acceptable behaviour contracts. The Unit will consider the outcome of the Criminal Justice Inspection's evaluation of the implementation of anti-social behaviour orders and consider how future support is best targeted. Legislative changes will be considered as required to improve agencies' ability to respond effectively to the anti-social behaviour issues which they face.

6.82 Actions to address hate crime will continue to be developed including evaluation of a pilot scheme that provides personal and home security measures to victims that have been attacked at or near their home because of their race, sexuality, political opinion, religion or disability. The Unit, in addition to responding to emerging issues from the research into disability hate crime, will also be responding to a recent thematic inspection carried out by the Criminal Justice Inspectorate.

6.83 While the PSA targets for car crime and domestic burglary have been exceeded, awareness raising and the provision of information and targeted advice will continue.

6.84 The CSU will also continue to develop work on a range of fronts including:

- The development of domestic homicide reviews in Northern Ireland
- Considering the setting up of a pilot One Stop Shop to improve the rates of prosecutions in domestic violence cases
- Expanding town centre CCTV coverage in Northern Ireland
- Ongoing support for the development of Neighbourhood Watch across Northern Ireland in partnership with the Northern Ireland Policing Board and PSNI and building on the evaluation report
- Continued support for victims and witnesses of crime through the funding of Victim Support NI and the NSPCC Young Witness Service
- Continued core funding of the voluntary organisations NIACRO and Extern.

Criminal Justice Services

6.85 2008/09 will see the priority associated with the Charter for Youth Justice taken forward. This will include the securing of inter-agency agreement on the rolling out of the strategy to deal more effectively with priority offenders across the Criminal Justice System. Combined with new thinking and approaches, these initiatives will provide the best possible opportunity for turning around the lives of young people, who, though relatively few in number, have caused great harm to themselves and others.

6.86 During the coming year the Department will be considering the report on the inspection of Woodlands Juvenile Justice Centre in November 2007 and taking forward agreed recommendations.

6.87 The Department will work closely with OFMDFM, devolved departments and criminal justice agencies to produce (by early 2009) a cross-cutting reducing offending strategy for Northern Ireland. Steps to normalising compensation arrangements in Northern Ireland will be taken forward following the conclusion of a consultation period on the proposed Northern Ireland Criminal Injuries Compensation Scheme 2009 in the spring of 2008.

6.88 NIO and FSNI will continue to take forward work on a joint project to plan and procure new purpose built state-of-the-art accommodation for FSNI. This will include administrative, laboratory and ancillary accommodation specifically designed to enable FSNI to adopt the latest and most efficient working practices and

processes. A potential site has been identified, initial planning is underway and the outline business case for the project is being prepared and is due for consideration in mid-2008.

Causeway

6.89 The Causeway Programme is currently working towards the implementation of DSM1 later this year. This is the most complex release and involves an intensive period of integrated testing and data migration engaging each of the CJOs with the central Programme Team and Fujitsu for a period of months prior to 'go-live'. An OGC Gateway Review to assess the Programme's readiness for service is planned for the autumn. The Programme is currently reviewing the business benefits delivered through the implementation of DSM0 and DSM1 functionality.

6.90 The NIO will also review the final stages of the Programme to ensure that the optimum delivery mechanism is employed to implement the remaining functionality.

Probation Board for Northern Ireland

Role and Task

6.91 The Probation Board for Northern Ireland is an executive NDPB with a statutory responsibility under the Probation Board (NI) Order 1982 to provide: an adequate and efficient probation service; to carry out assessments and provide reports to courts to contribute to judicial decisions on sentencing; to supervise offenders in the community; and to provide a range of services to prisoners. In addition PBNI funds organisations that provide hostels for offenders, community organisations, and both runs and funds community-based projects.

Aim

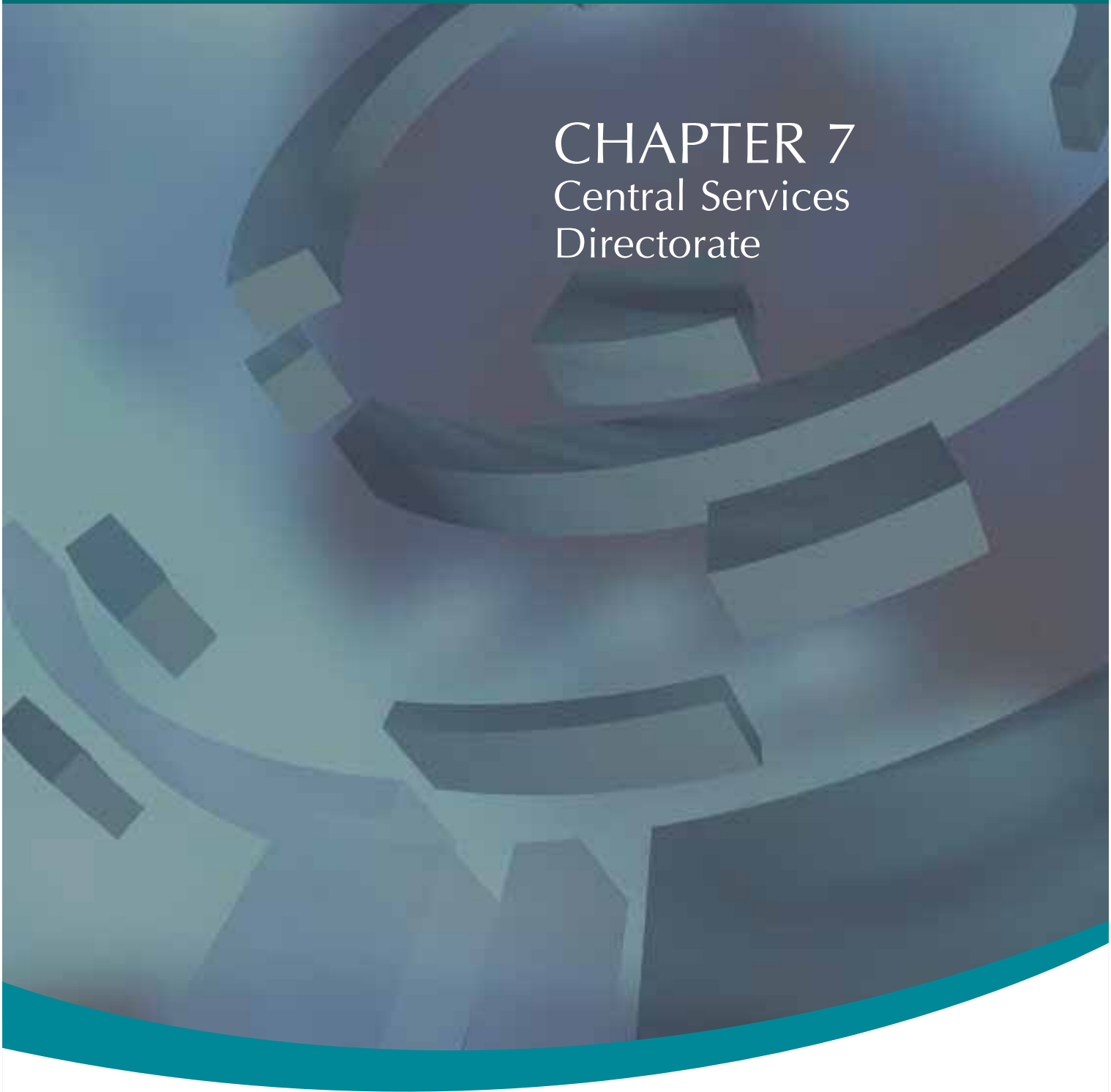
6.92 The Probation Board's aim is to help reduce crime and the harm that it does. To this end, and in addition to its statutory duties to the courts and offenders, the Board contributes towards the overarching Government strategy on criminal justice issues; works with appropriate agencies to contribute to localised community development projects; and shares its professional knowledge and skills with the community and other private and public sector bodies.

6.93 Key objectives for PBNI are agreed annually with the NIO and augmented by the Board's internal objectives and key performance targets.

6.94 Further information on the Probation Board for Northern Ireland can be found on their website: www.pbni.org.uk, or by contacting the Board's Headquarters, 80-90 North Street, Belfast BT1 1LD

Bibliography – Relevant Publications in 2007/08

- Criminal Justice in a Shared Future, February 2008
- Criminal Justice Facing Devolution, CJSNI Conference Report, June 2007
- Court Prosecutions and Sentencing 2005, January 2008
- The Northern Ireland Prison Population in 2006, June 2007
- Reconviction in Northern Ireland: Results from the 2004 Cohort, January 2008
- Reconviction in Northern Ireland: Results from the 2003 Cohort, April 2007
- Public attitudes towards sex offenders in Northern Ireland, July 2007
- Northern Ireland Statistics on the Operation of the Terrorism Act 2000: Annual Statistics 2006, February 2008
- Views on Organised Crime in Northern Ireland: Findings from the January 2007 Northern Ireland Omnibus Survey, September 2007
- Public attitudes towards crime and recovery of assets by the Assets Recovery Agency in Northern Ireland: Findings from the January 2007 Northern Ireland Omnibus Survey, December 2007
- Experience of Drug Misuse: Findings from the 2006/07 Northern Ireland Crime Survey, December 2007
- Experience of Crime: Findings from the 2006/07 Northern Ireland Crime Survey, January 2008
- Experience of Crime: Findings from the 2005 Northern Ireland Crime Survey, April 2007
- Adult Reconviction in Northern Ireland 2003, September 2007
- Experience of Domestic Violence: Findings from the 2005 Northern Ireland Crime Survey, July 2007.



CHAPTER 7
Central Services
Directorate

Role and Task

7.1 To support the Northern Ireland Office in achieving its overall aim and objectives as set out in the current Public Service Agreement, by providing human, financial, technical and physical resources of the right quality.

Aim

7.2 Central Services Directorate has the strategic aim of providing high quality customer focused services to enable the Northern Ireland Office to undertake its business and achieve its objectives. Through delivery of these services the Directorate supports and facilitates all aspects of the NIO's business, including the objectives and targets set out in the PSA and the annual Departmental Business Plan.

Objectives

7.3 The Directorate's objective is to support the operation of the Department through:

- Delivering high quality personnel, financial, central management, information technology, procurement, accommodation and logistical services to customers
- Securing, managing effectively and accounting for the financial and other resources made available to the Directorate
- Ensuring that the Directorate is well led and managed and that it fulfils its responsibilities to its people effectively
- Striving for continuous improvement in the corporate services which the Directorate provides for the NIO and in its working methods, systems and procedures.

Personnel Services Division Looking Back over 2007/08

7.4 Personnel Services Division (PSD) continued to provide personnel services and support for all the business areas and staff within the NIO and associated bodies. Appendix G provides key data on:

- Administration costs of the Department
- Staff numbers
- Senior Civil Service staff showing the numbers paid in various salary bands from April 2007 to March 2008.

Recruitment

7.5 The NIO is made up of staff from two civil service groups – the Northern Ireland Civil Service (NICS) and the Home Civil Service (HCS). Recruitment is solely on merit on the basis of fair and open competition. NICS staff are recruited through the Department of Finance and Personnel and details are available in the Northern Ireland Recruitment Service Annual Report. In relation to the recruitment of HCS staff, the Department follows the guidance set out in the fifth edition of the GB Civil Service Commissioners' Recruitment Code last updated in May 2006. In October 2007 responsibility for the administration of all external recruitment transferred to HRConnect.

7.6 During 2007 the NIO recruited a total of 152 civil servants to Belfast and London. Breakdowns of the grades and gender of staff recruited are in the charts below.

Chart 7.1 Recruitment by Grade

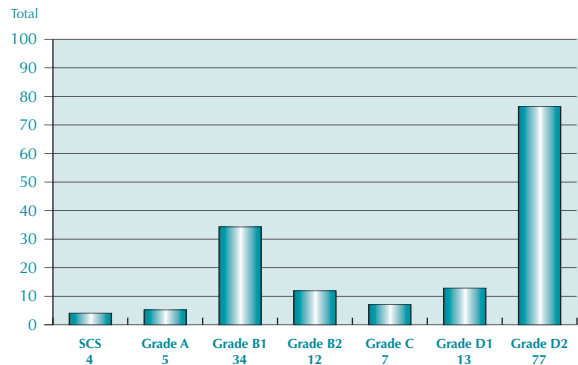
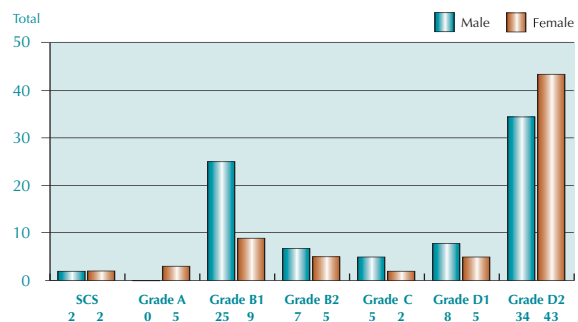


Chart 7.2 Recruitment by Gender



Pay and Workforce Planning

7.7 The Department agreed a multi-year pay settlement with the trade unions covering the period from 1 August 2006 to 31 July 2009 which resulted in a substantial reduction in the number of existing pay scales and overlapping pay bands, faster progression for lower

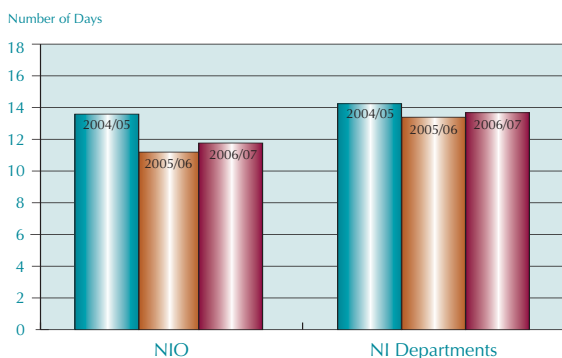
paid staff, and equalisation of annual leave entitlements, taking account of equal pay and age legislation considerations. The restructuring of pay scales also allowed the Department to improve transparency and reduce the costs of progression year on year.

7.8 In addition to the rigour provided through the Gershon Efficiency exercise, the NIO's Departmental Board has agreed to a set of headcount control mechanisms including headcount control totals for the CSR07 period, ring-fenced staff costs budgets and additional provisions in the financial memoranda of agencies and management statements of NDPBs requiring sponsoring director approval for new posts. These measures are being supported by new business partnering arrangements between HR and directorates being introduced alongside the wider NICS e-HR programme, as the outsourcing of transactional work to the private sector gives departmental increased capacity to focus on strategic issues. These new arrangements will facilitate improved workforce planning, succession planning and talent management, and help create a better alignment between business planning and the deployment of people.

Managing Attendance

7.9 The composite target for Northern Ireland departments for a reduction in the sickness absence rate for 2006/07 was 12.4 days per staff year¹. The NIO had a more stringent absence target for 2006/07 of 10.4 days per person per staff year and achieved an average rate of 11.8 days. The target for 2007/08 is 9.4 days and the projected outturn is between 10.2 and 10.8 days. The Department has set itself a stretching target of 8.5 days per person per year by 2008/09. This will be a difficult target to meet but there are a range of policies and procedures in place, which reflect best practice in both the public and private sector, to ensure that staff are afforded every opportunity of getting back to good health

Chart 7.3 - Absence per Staff Year



and into the workplace as soon as possible. Personnel Services Division has an essential role working to ensure that absences are managed as effectively as possible.

Equal Opportunities and Diversity

7.10 The NIO's policy is to provide equal opportunity for employment and advancement on the basis of ability, qualifications and aptitude for the work. The Department aims to foster a culture which encourages every member of staff to develop to his or her full potential and seeks to create a working environment where the diversity of staff is valued, respected and utilised to improve performance.

7.11 A new awareness session on equality and diversity is currently being rolled out to the whole Department. At the end of March 2008, 523 staff had attended an equality and diversity awareness session.

7.12 The Department launched its second NIO diversity delivery plan during the year supporting the commitment to "valuing our people and encouraging diversity". The context for delivering this plan is that of preparing for the devolution of policing and justice.

Business Improvement

7.13 The Business Improvement Team's (BIT) primary responsibilities include:

- Design and delivery of learning and development interventions to meet Professional Skills for Government (PSG) skills gaps
- Delivery of a suite of leadership development programmes and interventions for senior staff through to first line managers
- Providing support and advice on achieving performance improvement
- Compilation of the Corporate Learning and Development Plan
- Evaluation of the impact of learning and development on business performance within the Department
- Co-ordination of a programme of directorate and divisional management healthchecks
- Facilitating volunteering opportunities for staff in partnership with Business in the Community

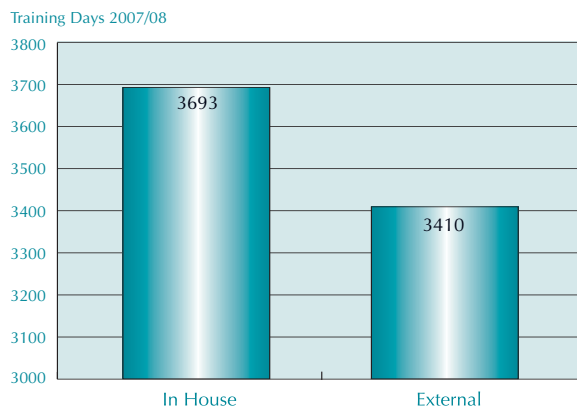
¹ Absence figures are expressed in terms of days lost per staff year, where a staff year equals the number of days a full-time employee is contracted to work (i.e. weekends, statutory holidays and annual leave are excluded).

- Administration of the NIO Mentoring Scheme – Peoplebank 2
- Administration of the Skills Exchange Scheme
- Facilitation of development events for NIO divisions and agencies
- Administration of the Apprenticeships Scheme
- Corporate induction for new staff.

Learning and Development

7.14 During 2007/08, a total of 7,103 training days were delivered, of which 3,693 were in-house.

Chart 7.4 – Learning and Development Days 2007/08



Further Education

7.15 BIT continues to manage the Further Education and External Training Scheme. During 2007/08, 35 staff were funded at a cost of £27,504.

Highlights of the Year

7.16 Key developments during the year were:

- The continued implementation of a high level programme to develop leadership capacity within middle management grades across the Department
- Continued development of leadership capacity for senior management through executive coaching, action learning sets and tailored training events
- Implementation of 360 degree feedback for SCS and Grade A staff to identify development needs against Leadership model and PSG skill set and to support assessment of SCS pay awards/bonuses
- Development of a range of programmes to address PSG skill requirements for all grades fully accredited with the Institute of Leadership and Management

- Delivery of a series of Leadership Masterclasses with eminent guest speakers from both the private and public sectors
- The continued implementation of the Professional Skills for Government agenda at SCS and Grade A level
- Introduction of a development scheme for staff at Grade A, the feeder grade for the SCS
- Introduction of directorate level healthchecks to reinforce drive for continuous improvement
- The development and implementation of a strategy for the recruitment, development and posting of fast stream staff
- Events to promote diversity in the Department and raise awareness of the importance of staff networks.

Looking Forward

7.17 PSD has a challenging agenda for the forthcoming year as it seeks to participate fully in the electronic HR (eHR) Programme which will aim to modernise and streamline the delivery of HR functions across the NICS through a strategic partnership with a private sector provider.

7.18 The Division's programme of work for the coming year also includes making preparations for the devolution of policing and justice, by making sure that any personnel issues relating to devolution are resolved.

Financial Services Division

Looking Back over 2007/08

7.19 Financial Services Division (FSD) has continued to acquire, account for and support the Departmental Board in managing and deploying the NIO's financial resources. This year the Division's priority has been the 2007 Comprehensive Spending Review process, seeking to acquire necessary departmental funding for the 2008/09 to 2010/11 financial years.

7.20 A key part of the Division's work has been to provide relevant, accurate and strategic financial information to the Finance Committee, the Departmental Board and to Ministers to assist decision-making which in turn enhances the ability of the Department to meet its service delivery objectives.

7.21 The Division is structured into two teams to deliver its services:

- **Financial Planning and Control:** dealing with the overall management of finances in the Department in both a supporting and a corporate role; providing advice and guidance on business cases; dealing with issues of propriety, precedent and approval for specific spending projects; and supporting the Department in identifying, analysing and reporting on efficiency savings in order that the Department delivers its commitment of 2.5% efficiency savings within each year of SR2004.
- **Finance, Policy, Accounts and Payments:** dealing with the overall management of the consolidated Resource Account (incorporating the core Department and its agencies) and management of Central Government Accounts (incorporating NDPBs); processing departmental payments and other finance transactions; and co-ordinating finance training for the Department.

Highlights of the Year

7.22 FSD continued to work in close partnership with the Northern Ireland Audit Office and was successful in achieving the “faster closing” timetable, with both the 2006/07 Resource Accounts and Central Government Accounts being completed without qualification and within deadlines set by HM Treasury. The Division also led and completed an extensive programme of work across the Department to complete the 2007 Comprehensive Spending Review submission which has delivered budgets for the next three financial years as well as establishing a departmental value for money delivery plan and an asset management strategy for the period ahead.

7.23 As part of the NIO’s Shared Services Programme, work started during 2007 on looking at issues the Department needed to consider in moving from its existing finance systems to Account NI. Account NI is one of a number of changes happening as part of the NICS reforms (others include HR Connect). Account NI is part of the Department of Finance and Personnel and staffed by NI civil servants. Account NI will provide a new integrated accounting and budgeting system for all the NICS departments. They have established a shared services centre (SSC) responsible for all transaction processing – for example, supplier invoices and staff travel and subsistence. The SSC will provide other services such as a help desk, systems administration, report development and support, end-user training, contract and performance management and development of service enhancements.

7.24 The project team involved brought together representatives from the core Department, agencies and

the Northern Ireland Court Service. All aspects of finance were reviewed (accounts payable, general ledger, fixed assets etc) and engagement with Account NI was established. The project team produced a report which will be used as a starting point for the Account NI Migration Project during 2008/09.

7.25 Significant progress has been made with the three year SR2004 Efficiency Programme, resulting in the delivery of £100.1 million worth of efficiency savings (of which £79.6 million is cash releasing) as of March 2008. The Office of Government Commerce Moderation Panel assessed the NIO Efficiency Programme as amber/green, an encouraging outcome consistent with the fact that the Department has delivered against its programme targets over the SR2004 period. The Efficiency Programme Team has worked closely with the delivery groups and liaised directly with Treasury to ensure all reporting deadlines were met.

7.26 The Division developed further the implementation of COINS – the HM Treasury Combined On Line Information System - and rolled out access to its finance system to divisions across the Department, allowing finance reports to be viewed remotely. It worked to improve the format and timeliness of monthly finance reports and the provision of strategic financial information to the Departmental Board to assist decision-making.

7.27 The Division also continued to support greater financial awareness across the Department via the Group Finance Forum which encourages the sharing of best practice in finance matters and provides a knowledge-sharing environment for the wider NIO finance family.

7.28 Of particular note this year has been the Department’s prompt payment performance which has reached a new high, with over 90% of payments being paid within the 30 day time limit during some periods of the year. The Division will continue to work hard in this area to push the performance rate still higher.

Looking Forward

7.29 A number of initiatives and challenges face the Division in the coming year. These include:

- Faster closing – the timetable for laying the 2007/08 Resource Accounts before Parliament has been compressed still further: a project is in place to plan for this target
- Preparing for the introduction of international financial reporting standards within departmental Resource Accounts from 2008/09 onwards

- Progressing towards alignment with the NI Civil Service's finance shared services programme (Account NI) in 2009
- Supporting Personnel Services in ensuring that the Department continues to deliver its headcount targets against forecasts and that regular progress reports are made to the Departmental Board
- Developing further an NIO-wide monthly forecasting process
- Introducing more efficient ways of processing invoices and travel and subsistence claims
- Reviewing and re-engineering finance processes and procedures as part of the implementation of shared services
- Improving the Department's prompt payment performance still further
- Providing enhanced business support within the NIO to facilitate efficient and effective decision making on a corporate basis
- Rolling out further training modules to all staff across the Department to increase finance skills and awareness
- Continuing to provide relevant, accurate and strategic financial information to the Finance Committee, the Departmental Board and Ministers to assist decision making and ultimately departmental service delivery.

Information Systems Division

Looking Back over 2007/08

7.30 Information Systems Division (ISD) continued to support the Department through the provision of effective, secure and reliable information management services. The major activity was the operation and support of the OASIS3 system and Key Line of Business systems, including the Department's Electronic Document Record Management (EDRM) system, the Intranet and Internet, and the associated supplier support contracts. The year also saw work continuing on the implementation of the NIO IS/ICT strategies, progressing convergence of ICT service provision and the establishment of four projects in ISD as part of the Programme for Devolution.

Highlights of the Year

7.31 The Division was successful in exceeding all its service level targets set for 2007 and, in line with IS/ICT strategies, other specific highlights were:

- Providing an efficient service desk for all ISD customers, processing over 80 calls a day to closure and over 22,000 calls in the year (see Charts 7.5 and 7.6)
- Directing and managing an IS Steering Group (ISSG) with ICT representation from NIO funded bodies and the NICS
- Adding over 200 new accounts to the OASIS network which now supports 3,960 accounts

Chart 7.5 – Service Desk Calls by Month 2007

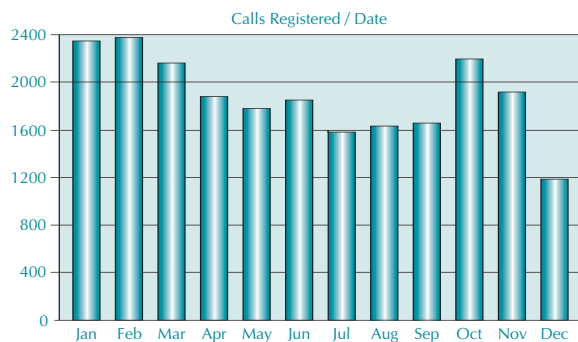
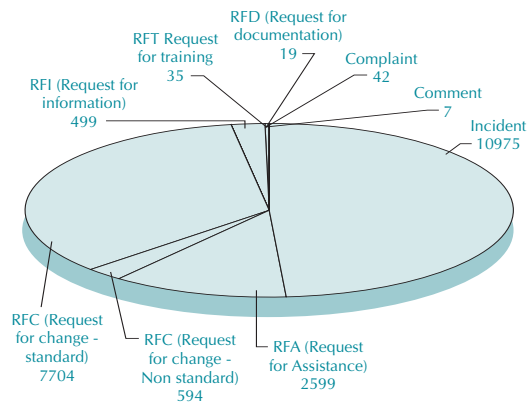


Chart 7.6 – Service Desk Calls During 2007 by Type



- Extending OASIS network service to support AccessNI, the Bill of Rights Forum, the Strategic Review of Parades and the Consultative Group on the Past
- Handling over 2 million emails including the removal of over 30,000 viruses and over 300,000 spam messages
- Providing connectivity to all OASIS sites for HRConnect
- Providing ICT infrastructure for extending the Prison Service's prisoner records system to all establishments and PSHQ
- Successful launch of OASIS User Group and new Service Level Agreements

- Provision of cost effective remote access via OASIS for four regional Youth Justice Agency sites and the Electoral Office for Northern Ireland to the departmental Finance IT system as part of consolidation and shared services
- Successful independent security accreditation for the OASIS network and hosted systems meeting the standard for continued connection to the Government Secure Internet (XGSI)
- Management of the Corporate File Plan and underlying EDRM system, currently standing at 1.3 million records and growing at a rate of 20,000 records per month
- Completion of 187 Freedom of Information and Data Protection Act cases including 13 internal reviews and 3 appeals
- 450 historical files released to the National Archives and around 2,000 other files reviewed under the 30 year rule
- Support for the Intranet (NIONet) which receives an average of 6,500 visitors per month, making 150,000 visits and viewing over 250,000 pages. The average visitor spends over 25 minutes per visit. In addition the site was completely updated and restructured. This made it easier to navigate and aligns the site with the technical standards used by the NICS
- The redevelopment of the Secure Image Processing System for the Northern Ireland Prison Service. This provides a system 'fit for purpose' that will allow them to better manage prisoner digital images and share these images with other NIPS systems – at the NICS Conference in October, IS Division won the inaugural 'Cool Award' in recognition of the innovative technology that they had deployed for this system
- Nine independent peer reviews have been carried out on NIO projects and programmes and the NIO has contributed to two peer reviews on projects in departments based in England and Scotland
- The Programme and Project Governance Committee was established in April 2007 with a remit to maintain strategic oversight of all programmes and projects ongoing and planned within the NIO
- The NIO now has four Office of Government Commerce(OGC) accredited medium risk Gateway reviewers and 70 low risk reviewers
- Increased programme and project management awareness has resulted from the large number of staff included in the NIO Shared Services Value for Money Programme and Projects which ran from December 2006 to December 2007.

Looking Forward

7.32 The Division's priorities for 2008/09 are:

- To maintain high levels of service to the Department and meet support targets
- To ensure that the Department's IT infrastructure, application systems (including internet and intranet) and information management and corporate file plan are ready for devolution
- To exploit the NIO's ICT infrastructure to enhance efficiency and extend OASIS to FSNI
- To improve links and shared services with other criminal justice organisations and other bodies in line with the NIO IS/ICT Strategy
- To review legacy applications and systems to consider their effectiveness, efficiency and future development
- Development of software and systems to meet new business needs
- To align services and practices of the Programme and Project Management Centre (PPMC) with the NICS Centre of Excellence in preparation for devolution.

Office Services Division

Looking Back Over 2007/08

7.33 Office Services continued to provide accommodation, health and safety, housing, hospitality, travel, transport, security, procurement and other support services to enable the Department to function. In providing these services the Division continued to seek efficiencies both in terms of staffing numbers and costs, while maintaining a high quality of service.

Highlights of the Year

7.34 Following the restoration of devolution, the NIO vacated Stormont Castle to facilitate its use by the Office of the First and deputy First Ministers. This accommodation move gave rise to a number of other changes in the Department's portfolio of buildings. Accommodation in Belfast was acquired for the Bills of Rights Forum, the Strategic Review of Parading and the Consultative Group on the Past.

7.35 At Hillsborough Castle Office Services continued with minor works as part of a five year rolling programme of maintenance. Hillsborough Castle has been leading the way on sustainability with investment in the provision of energy from renewable sources

through the installation of solar panels and biomass heating which has helped reduce the carbon footprint of the building and has reduced expenditure on heating oil.

7.36 Other accommodation changes have included the vacation of Hampton House, Forestview and the Arches Centre and the transfer of Political Affairs Division from Stormont House to Windsor House.

7.37 Health and safety continued to play a prominent role in the Division's business with work ongoing on the revision of policy and improvements in training.

Looking Forward

7.38 Challenges for the year ahead include:

- Delivery of the Office and Accommodation Project associated with the devolution of policing and justice
- Major refurbishment of Stormont House and Annexe
- Ensuring the Department's requirements are met through the Workplace 2010 project
- Rationalisation of accommodation holdings
- Addressing the sustainable development agenda in conjunction with colleagues in the NICS
- A continued drive for efficiency savings in all parts of the Division.

Procurement

Looking Back over 2007/08

7.39 The Procurement Unit continued to provide to the NIO, its agencies, NDPBs and the PSNI a professional procurement service committed to continuous improvement and the achievement of value for money. The Unit is responsible for establishing effective contracts for the procurement of goods and services and providing advice/guidance and support to its customers to enable them to achieve value for money improvements in this area.

7.40 The Unit has established a number of collaborative procurements with other bodies which has contributed towards the achievement of major efficiency savings. Performance monitoring meetings have also been carried out with key suppliers. The purpose of these meetings is to provide a forum for both customers and suppliers to review contract performance through the assessment of delivery, quality, risks and opportunities, efficiencies and continuous improvement.

Highlights of the Year

7.41 Listed below are some of the major contracts awarded or in progress for award during 2007/08:

- PSNI ICT Managed Services Restructuring
- Travel Agency Services
- Repair and maintenance of vehicles and machinery
- PSNI Provision of Civilian Recruitment Services
- PSNI Provision of Internal Audit Services
- PSNI Estates Survey
- PSNI Deep Cleaning of Vehicles
- New Divisional Command Unit at Musgrave Street.

7.42 Regular procurement review meetings are held with all major spending departments within the PSNI. These meetings have proved particularly useful in monitoring contract performance and planning for future procurements within each department. Awareness training in procurement procedures is ongoing with over 250 personnel provided with training in their application.

Looking Forward

7.43 A project proposing the integration of NIO Procurement Unit with the Department of Finance and Personnel Central Procurement Directorate will be considered for approval by the end of April 2008. If the proposal is approved implementation over the following months will enable Criminal Justice System procurement services to be delivered by DFP Central Procurement Directorate.

7.44 The Unit will continue to encourage its staff to gain professional qualifications in the procurement discipline. Six staff are currently undertaking courses which will lead to membership of the Chartered Institute of Purchasing and Supply (CIPS). The Unit will further explore opportunities for collaboration with other public sector bodies and strive to achieve savings in excess of the 3% savings target set by HM Treasury.

Central Management

Looking Back Over 2007/08

7.45 Central Management Unit (CMU) continued to provide a support and co-ordination function to the Department as a whole. Some of the Unit's main areas of activity during the year included:

- Business planning and risk management, together with reporting on PSA delivery
- Providing a secretariat function to the Departmental Board
- Supporting the Department in meeting its statutory equality and good relations duties under Section 75 (2) of the Northern Ireland Act 1998
- Production of the NIO's annual Departmental Report and Autumn Performance Report
- A co-ordination function for responding to central government initiatives, consultations, etc.

7.46 During 2007/08 the Unit arranged responses to a series of questions raised by the Northern Ireland Affairs Committee in relation to the NIO's 2006 Autumn Performance Report and 2007 Departmental Report. Also, two self-assessments of the Department's progress with its SR2004 targets were carried out in conjunction with Treasury.

7.47 The 2007 Comprehensive Spending Review set out a framework for performance management and delivery across government. As part of this process, CMU continued to be involved in discussions with HM Treasury aimed at agreeing new PSA outcomes, departmental strategic objectives and developing a reporting framework with the data systems required to measure them.

7.48 CMU provided an annual progress report to the Equality Commission. This year's report outlined progress made in mainstreaming and fulfilling the NIO's Section 75 statutory equality duties, and highlighted the key policy/service developments made during this reporting period to better promote equality of opportunity and good relations.

7.49 The Unit co-ordinated the production of a new Disability Equality Scheme and Action Plan for the Department to meet the new disability duties under the Disability Discrimination (Northern Ireland) Order 2006.

7.50 The NIO continued to be proactively represented by the Unit on a number of inter- and intra-departmental groups which worked with the voluntary and community sectors to consider improvements to services and needs for Section 75 groups.

Looking Forward

7.51 During 2008/09 CMU will continue to co-ordinate work on the follow up to CSR07 to finalise with the Treasury agreed departmental strategic objectives, PSA outcomes and delivery agreements to cover the three year spending review period (2008-2011).

7.52 Through participation on a range of interdepartmental committees such as the Equality and Social Needs Steering Group, the Race Forum and the Promoting Social Inclusion groups on disability, travellers, older people and migrant workers, CMU will assist in the development of a good relations strategy and a gender equality strategy for Northern Ireland. The Unit will be responsible for the co-ordination of new action plans associated with these strategies and for reviewing progress of ongoing action plans.

Internal Audit

Looking Back over 2007/08

7.53 The Internal Audit Unit continued to provide an internal audit service to the NIO and to each of its four agencies; the Northern Ireland Prison Service, the Compensation Agency, Forensic Science Northern Ireland and the Youth Justice Agency, and also to the Public Prosecution Service.

7.54 Risk based audit programmes are devised for each of the bodies geared to facilitating the provision of an annual assurance statement to their respective accounting officers on internal control, corporate governance and risk management. Each of the programmes is agreed with the relevant audit committee and approved by the appropriate accounting officer and amended, in year, where necessary. Work carried out by the Unit is subject to quality assurance with the Head of Internal Audit carrying ultimate responsibility for the quality of the work done. The assurances provided by Internal Audit are one part of the evidence which the audit committees and accounting officers use in signing off the Statements on Internal Control.

7.55 During the course of 2007/08 the Unit undertook some staff restructuring by releasing two audit trainees and replacing them with one qualified auditor. This has worked well in practice. Once the new team had bedded in, an internal quality assurance review, using the HM Treasury quality assurance guidelines, was carried out. The review report is due early in the 2008/09 financial year.

Looking Forward

7.56 During the early part of 2008/09 the Unit intends to have an external quality assurance carried out. This was postponed from 2007/08. It should give additional assurance to the Departmental Audit Committee and the Accounting Officer on the performance of internal audit and the extent to which it performs the role which the Department specifically requires of it.

Civil Service Commissioners for Northern Ireland

7.57 The Northern Ireland Civil Service Commissioners derive their responsibilities and authority from prerogative orders in council made by the Secretary of State. The Civil Service Commissioners (NI) Order 1999 gave the Commissioners specific responsibility for maintaining the merit principle, i.e. that selection for appointment to posts in the NICS should be on the basis of merit in fair and open competition.

7.58 The Commissioners' other responsibilities are to:

- Publish and maintain a recruitment code setting out the essential principles and procedures on which recruitment to the NICS must be based
- Approve certain exceptions to the recruitment principle of selection on merit on the basis of fair and open competition
- Audit recruitment policies and practices followed by departments and agencies in making appointments to the NICS
- Require departments and agencies to publish information about their recruitment activity.

7.59 Under the Order the Commissioners may also consider and determine appeals made to them under the Northern Ireland Civil Service Code of Ethics.

7.60 The Commissioners are an independent statutory regulatory body and therefore they have no operational responsibility for recruitment to the NICS. Their work is funded and supported by the Northern Ireland Office. Further information on the Commissioners and their responsibilities, including their annual report, can be accessed via their website www.nicscommissioners.org



CHAPTER 8
Northern Ireland
Information Service

Role and Task

8.1 To present and explain Government policy in Northern Ireland by communicating the objectives of the Northern Ireland Office in a positive, timely, impartial and professional manner.

Aim and Objective

8.2 To serve the public by communicating Government policy on Northern Ireland through:

- 24-hour cover from a dedicated press office
- Answering telephone enquiries from the media and public
- Responding to e-mail enquiries received via the NIO website
- Briefings for local, national and international journalists
- Facilitating media at events organised by the NIO
- Developing media handling strategies and information campaigns promoting Government policy
- Media handling for Royal and VIP visits
- Event management
- Promoting the successes in high priority areas of work including the Organised Crime Task Force
- Managing and updating the NIO and Organised Crime Task Force websites.

8.3 To serve the Secretary of State, Minister and officials in the development and communication of policy through:

- Advising on the presentational aspects of policy
- Media monitoring and analysis, including an online daily newspaper cutting service and regional newspaper cutting service
- Strategic forward planning and co-ordination
- Rebuttal of inaccurate/misleading media reports
- Provision of electronic briefings
- Internal communication
- Drafting press releases and speeches
- Support for Ministers in Parliament
- Liaison with the Prime Minister's office and relevant Whitehall departments

- Liaison with Foreign and Commonwealth Office posts in the USA, Republic of Ireland and elsewhere
- Liaison with Executive Information Service, Police Service of Northern Ireland, Northern Ireland Policing Board, Army, Electoral Office, Office of the Police Ombudsman for Northern Ireland, the Northern Ireland Prison Service and other relevant press offices
- Dedicated support for officials in key policy areas
- Facilitation of media training
- Advice on design, presentation and marketing of NIO publications.

Looking back over 2007/08

8.4 During 2007/08 Northern Ireland Information Service (NIIS) played an important role in the delivery of the NIO's Departmental objectives, by providing a fast, efficient and effective information service to the Secretary of State and his Ministerial colleague. NIIS continued to provide 24 hour media handling advice and guidance to Ministers and senior officials and maintained its ability to provide a rapid and comprehensive media monitoring service of both print and broadcast media. It responded to the findings of the customer satisfaction survey of the Media Monitoring Service that had previously been commissioned and further invested in technology through the installation of new media monitoring equipment to enhance the service provided and ensure that it continued to meet its customer needs. NIIS continued to monitor the NIO website's performance in conjunction with its web hosting partner and the site is regularly independently tested for usability and accessibility.



The Northern Ireland Information Service's media monitoring facility

8.5 The Information Service maintained dedicated press officer support in policy areas and provided ongoing guidance to officials on all presentational and communication aspects of NIO policy such as political affairs, policing, security, tackling organised crime, criminal justice and human rights and equality. The Service continued to promote the Government's key messages, including the commitment to the devolution of policing and justice, the successes and achievements of the Organised Crime Task Force and measures aimed at further enhancing confidence in the police and criminal justice system.

8.6 NIIS management promotes a culture of continuous improvement and encourages regular engagement and feedback from staff in order to consider new ideas and fresh approaches to how the Service operates. At all times NIIS strives to achieve its objectives efficiently and effectively. In addition, NIIS recognises the importance of building and maintaining effective working relationships with key partners. In the past year therefore, it has continued to develop its network of contacts with key stakeholders, including colleagues in the Executive Information Service, the Police Service of Northern Ireland, the Northern Ireland Policing Board, the Organised Crime Taskforce, the Northern Ireland Prison Service and other agencies within the Criminal Justice family.

Highlights of the Year

8.7 By any standards 2007 was a momentous year for Northern Ireland and as such it provided NIIS with a range of opportunities and challenges, particularly on the political front in the run up to 8 May when devolution was restored and Ian Paisley and Martin McGuinness launched the power-sharing Government at Stormont. The events leading up to the restoration of devolution were followed with great interest across the world and placed extra demands on NIIS. On 8 May the local press corps were joined by national and international media as the world's eyes were trained on Parliament Buildings on what has been described as one of the most important days in the history of Northern Ireland. With both the Prime Minister and the Taoiseach visiting Northern Ireland on 8 May NIIS played a key role both in terms of event and media management.

8.8 In addition to dealing with political developments, NIIS provided a quality media handling service in order to maximise coverage for Royal and other VIP visits to Northern Ireland. These included amongst others in the past year the first visit by Gordon Brown to Northern Ireland as Prime Minister and visits by Her Majesty the Queen and the Duke of Edinburgh,

His Royal Highness the Prince of Wales and the Duchess of Cornwall.

8.9 During Criminal Justice week in February the Department celebrated the positive aspects of the criminal justice system and NIIS put in place an overarching media handling strategy for the week to maximise coverage and engaged with the media to promote the achievements of the criminal justice system and also identify and explain the future challenges.

Looking Forward

8.10 In the year ahead NIIS will go on striving to provide Ministers and other stakeholders with the best possible service, to assist in the delivery of the NIO's objectives.

8.11 In relation to the planned devolution of policing and justice, NIIS is playing a full role in the Department's preparations. These preparations include the development and design of new and refreshed websites for both the Department of Justice and Northern Ireland Office, intranet development and corporate identity guidance.

8.12 The skills demanded of NIIS as professional communicators will continue to be in demand in 2008/09 and the Information Service will continue to provide a 24 hour service of advice, support and media monitoring to Ministers and officials.

8.13 Maintaining and developing its professionalism is crucial if NIIS is to retain the confidence of its various customers. These include the Executive Information Service, the Police Service of Northern Ireland, the Northern Ireland Policing Board, the Organised Crime Taskforce, the Northern Ireland Prison Service and agencies within the Criminal Justice family. NIIS recognises the importance of building and maintaining effective working relationships with all these stakeholders and will continue to strengthen all aspects of partnership working and develop its network of contacts throughout the year.



CHAPTER 9
Northern Ireland
Prison Service

Role and Task

9.1 The Northern Ireland Prison Service takes forward PSA objective 7 target 4, “to ensure that the annual cost per prisoner place in Northern Ireland falls to £82,500 by 2007/08 with interim targets of £86,290 for 2005/06 and £85,250 for 2006/07”. Together with the Probation Board for Northern Ireland (PBNI) and other bodies, the Service also contributes to PSA 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”.

Aim

9.2 The Prison Service, through its staff, serves the community by keeping in secure, safe and humane custody those committed by the courts; by working with prisoners and other organisations seeks to reduce the risk of re-offending; and in so doing aims to protect the public and to contribute to peace and stability in Northern Ireland.

Objectives

9.3 Three strategic objectives provide the focus for the work of the Service in protecting the public on behalf of the Northern Ireland community:

- To maintain and deliver a proportionate level of security for all those in its custody, whether in a prison establishment, at court or elsewhere; preventing escapes by taking measures which involve the use of the appropriate degree of security, while treating prisoners with humanity and dignity and recognising their human rights
- To provide a safe living and working environment, which is as far as possible free from disturbance, threat and intimidation encouraging good relations and respect between all involved in the prison system; and to promote improvements in healthcare, especially in regard to the mental health of prisoners
- To assist family re-integration and reduce re-offending by providing prisoners with relevant skills, activities, services and resettlement programmes in partnership with other criminal justice organisations, the Probation Board and an increasing range of external agencies in both the statutory and voluntary sectors and the business community. These include education, training, work experience, sport and recreation and programmes specifically targeted at

addressing behaviour and re-offending to help prepare prisoners for their return to the community.

9.4 In support of these objectives the Service seeks:

- To achieve the commitment of a motivated and competent workforce in carrying out its work. The Prison Service aims to have the correct number of staff on duty and deployed efficiently, and to value its staff and develop their potential to equip them with the right skills to carry out their work effectively; implement its human resource and diversity strategy thereby providing diversity and equality of opportunity and combating any form of discrimination. The Prison Service will support staff as they respond to organisational change flowing from the Service’s strategic development and offer development programmes to enable them to meet the challenges. It aims to maximise staff attendance, promoting and supporting staff welfare, health and morale and to have positive employee relations
- To use effectively, efficiently and economically the resources allocated to it. The Service will continue to improve practice in the areas of financial management, accountability and corporate governance and aim to improve value for money and reduce the cost per prisoner place. The Service will aim to improve business performance and awareness of costs and outputs by internal and external benchmarking, develop the Prison Service estate in line with business and strategic need and continue to rationalise and use IT in support of business gains.

Looking Back over 2007/08

9.5 The year was one of continuing transformation for the Northern Ireland Prison Service. Long-term strategic planning and continuous improvement are essential in the effective management of a growing prisoner population and for the development of the prison estate to be “fit for purpose” in a 21st century environment. It is moving from an historic focus on security to one which combines the need for confidence in security with increased prisoner engagement, exercising a positive influence on prisoner behaviour and activity while trying to achieve the right balance between control and care. Protection of the public through working with prisoners and reducing the risk of harm on their release is what the Service strives for. The complexity of managing prison establishments as well as meeting the diverse and individual needs of prisoners is a considerable challenge which requires a sustained programme over several years.

9.6 To meet this challenge the Prison Service has developed and is seeking to implement a holistic long-term strategy, commonly referred to as the Strategic Development Programme or “Blueprint”. This programme has encompassed six strands of activity, which are:

- Population projections and operational needs
- Development of the Prison Service estate strategy
- The Service’s approach to contestability
- Exploring the option of contracting out the full range of escorting services
- Staff reward and recognition
- Existing efficiency programme projects.

9.7 Implementation has involved among other things improving representativeness of staff through recruitment into new grades and deploying staff more efficiently to provide for the full range of prisoner supervision, interaction and escorting duties, reducing unit costs and developing the prison estate to meet the needs of the projected population over the next 10 to 15 year period.

9.8 In April a three-year pay and efficiency package, agreed between Prison Service Management, the Prison Officers’ Association and the Prison Governors’ Association was introduced to help take the Service forward through the introduction of new types of staff, enhancements to regimes and reduction in running costs. Upfront efficiency was achieved by the reduction of the equivalent of 151 staff.

9.9 Following the creation of a new Prisoner Escorting and Court Custody Service (PECCS) in February 2007, the first group of Prison Custody Officer recruits were appointed to the Prison Service in May. All of the new recruits participated in an intensive six-week training programme which included understanding the Prison Service aims and objectives, becoming familiar with human rights policies, developing control and restraint training and learning court processes and procedures.

9.10 On 18 December Prisons Minister, Paul Goggins, announced a comprehensive plan for the provision of prison places in the adult male estate in Northern Ireland over the next ten years. The plan includes an investment of £70m over the next three years to provide 400 extra places at Magilligan and Maghaberry Prisons alongside work to develop a detailed plan for a brand new 800 place prison on the site of the existing Magilligan Prison.

9.11 The replacement prison at Magilligan will be taken forward on a phased redevelopment and will differ significantly from the existing prison in relation to the type and category of prisoner it will accommodate, as well as in design. The current prison accommodates

short-term adult male sentenced prisoners but the replacement prison will have the operational flexibility to accommodate a larger range of prisoners.

9.12 Comprehensive human resource and diversity strategies have been developed. The Human Resource Strategy addresses the challenges facing the Service and sets out a programme of delivery. The Service’s Diversity Strategy will ensure that over time, the composition of the workforce more closely reflects the population from which it is drawn. Good progress has been made in recent competitions, and the Service hopes to build on this in future competitions.

Highlights of the Year

9.13 The Criminal Justice Inspector for Northern Ireland and HM Chief Inspector of Prisons published a joint report on 28 June on the Prison Service and Probation Board Resettlement Strategy. The report identified a number of areas of good practice but also highlighted ways to create a more positive environment for resettlement which is at the heart of improving public protection. All of the recommendations were accepted in principle and an action plan developed to address the issues identified by the Inspectors. The report can be accessed on the Prison Service website www.niprisonservice.gov.uk.

9.14 In September, the Service hosted a major conference examining the benefits of using restorative practice to help repair the harm crime causes to victims and offenders. The conference brought together a number of criminal justice and non-statutory organisations to share their experiences and highlighted five main strands – victim-offender mediation, victim awareness, improving relationships, making reparation to the community and facilitating resettlement and re-integration.

9.15 Since 2003, when the Northern Ireland Prison Service launched its Prisoner Release Victim Information Scheme, over 300 applications have been received from victims of crime. The majority of these are victims of sexual offences and murder. The Service has already facilitated a small number of successful mediation conferences involving victims or their representatives and offenders.

9.16 The courage and sacrifice of Northern Ireland Prison Service staff was recognised on 29 September when North Down Borough Council conferred on the Service its highest honour – the Freedom of the Borough. At a special ceremony in Bangor Town Hall the Mayor of North Down, Councillor Dr Stephen Farry MLA, praised the dedication and commitment shown by the Prison

Service over many years of serving the people of Northern Ireland. The Director of the Service signed the Register of Freeman and gifts were exchanged between the Council and Prison Service at a civic luncheon.

9.17 On 29 February the Service received Ards Borough's highest honour when its members officially became 'Freemen'. Over 150 representatives of the Prison Service including past and serving officers and widows gathered for a ceremony in Newtownards at which the organisation officially received the Freedom of the Borough from the Mayor of Ards. The Service became the eleventh recipient of the Freedom of the Borough of Ards since the honour was first granted in 1948.

9.18 During the year extensive consultation took place between the Prison Service, DHSSPS, the Eastern Health and Social Services Board and South Eastern Health and Social Care Trust in preparation for the lead responsibility for the provision of prisoner healthcare transferring to DHSSPS. The transfer was finalised on 1 April 2008.

9.19 The prisoner population has risen steadily in recent years with annual increases of up to 10%. It is projected that the prison population will rise over the next 15 years to a total between 2500 and 2750, with the adult male population being the fastest growing sector.

9.20 The performance of the Prison Service is monitored against a wide range of measurements, which flow from the key targets and development objectives detailed in its Corporate and Business Plan. This year the Service set 11 key performance targets and a comprehensive programme of 31 development objectives.

9.21 A full account of performance against each of these will be reported in the Prison Service Annual Report and Accounts, which will be laid before Parliament and published in July 2008.

Looking Forward

9.22 There are a number of challenges facing the Prison Service in the coming year. These include:

- Playing a leading role in the implementation of the Criminal Justice Order, ensuring the Service's processes and programmes are geared up for the public protection sentences and the extension of the MASRAM arrangements to include violent offenders
- Completing the design and procurement process for the future development of the Mourne House facility at Magaberry Prison to meet the needs of the rising male population and preparing the detailed business case with appropriate procurement procedures for the phased redevelopment of Magilligan
- Implementing the strategy for the management of women in custody including further development of gender-specific policies for Hydebank Wood Prison
- Implementing the Prison Service Learning and Skills Strategy to reduce learning deficits and to qualify and prepare offenders to seek and compete for employment opportunities on release
- Implementing the accepted recommendations and action plans from the various reports and inspections completed in 2007/08
- Ensuring the Service is prepared for devolution and for effective continuing business thereafter
- Having in place a comprehensive programme of training designed to meet the development needs of staff to deliver their future responsibilities with particular emphasis on active engagement and rehabilitation of prisoners
- Supporting the Service, its staff and former staff for the Billy Wright Inquiry and assisting the inquiry team with their requests for information
- Implementing the human resource and diversity strategies.

Prison Estate

9.23 The Service has three operational establishments:

- Maghaberry Prison – a high security prison housing adult male long-term sentenced and remand prisoners in separated and integrated conditions. Maghaberry also has responsibility for a facility in Belfast for selected prisoners nearing the end of their sentence
- Magilligan Prison – a medium security prison housing shorter-term sentenced adult male prisoners which also has low security accommodation for selected prisoners nearing the end of their sentence
- Hydebank Wood Young Offenders Centre and Prison – a medium to low security establishment accommodating male remand and sentenced young offenders between the ages of 16 and 21 and all female prisoners including young offenders and female immigration detainees.

9.24 There is also a staff training facility, the Prison Service College, at Millisle, Co Down.

9.25 Prison Service Headquarters, the main administration centre for the Service, is located on the Stormont Estate.

Bibliography – Relevant Publications in 2007/08

- Corporate & Business Plan 2007-10
- Annual Report and Accounts 2006/07
- Options Appraisal – Relating to long-term accommodation needs in the adult male estate
- Visitors Survey 2006

The background of the page is an abstract composition of overlapping, semi-transparent geometric shapes in various shades of teal, blue, and grey. These shapes, which include rectangles and trapezoids, are arranged in a way that creates a sense of depth and movement, resembling a stylized architectural or mechanical structure. The overall color palette is cool and professional.

CHAPTER 10

Compensation Agency

Role and Task

10.1 The Compensation Agency (the Agency) was established on 1 April 1992 and was the first Executive Agency to be set up within the Northern Ireland Office. It carries out the Secretary of State's functions for the provision of compensation made under the Criminal Injuries (Compensation) (Northern Ireland) Order 1988 (for pre-May 2002 claims); the Criminal Injuries Compensation (Northern Ireland) Order 2002 (for post-May 2002 claims); the Criminal Damage (Compensation) (Northern Ireland) Order 1977 and the Justice and Security (Northern Ireland) Act 2007.

10.2 The Agency operates under the terms of a framework document which deals with the responsibilities of and the relationship between the Agency, Parliament, Ministers and the Department; financial and personnel arrangements; and planning, monitoring and accounting arrangements.

10.3 Each year the Agency publishes an Annual Report and Accounts in a format prescribed by HM Treasury. The Annual Report and Accounts contain full information relating to the Agency's statutory background, the specific targets set for the Agency by the Minister (and its performance against those targets), its principal areas of activity and its financial structure and performance. The Annual Report and Accounts are presented to Parliament each year just prior to the summer recess. When the Annual Report and Accounts for 2007/08 have been audited and laid before Parliament they will be freely available on the Agency's website at www.compensationni.gov.uk

Aim

10.4 The Agency's aim is:

"To support victims of violent crime and people who have suffered loss from action taken under the Justice and Security (Northern Ireland) Act 2007, by ensuring that they are appropriately compensated in accordance with the relevant statutory schemes."

Objectives

10.5 In furtherance of its aim, the Agency has two key objectives:

- To provide a responsive and effective service to all applicants in which claims are dealt with speedily, consistently and in accordance with the relevant legislation

- To deliver the compensation schemes efficiently and cost effectively, while seeking continuous improvements in the standards of service within the limits of the resources available.

Looking back over 2007/08

10.6 Against the continuing backdrop of decreasing staff numbers, the Agency met all of its key performance targets. A comprehensive account of the performance against each of these targets will appear in the Compensation Agency Annual Report.

Schemes

10.7 The Agency received 4,922 new applications and 1,193 requests for cases to be reviewed under the Northern Ireland Criminal Injuries Compensation Scheme 2002, "the Tariff scheme". The Agency is reliant on a range of outside agencies if claims (which are often complex) are to be processed expeditiously, but at the year-end, the Agency had met its target of processing 63% of claims within 12 months of registration. Thanks to the exceptional effort of staff at all levels, the number of undecided claims in hand for more than 12 months has been reduced by 71%.

10.8 The Agency continued to manage the rundown of claims under the earlier criminal injuries compensation scheme (the 1988 Order). A review of all cases was conducted during the year to quantify the status and the value of the remaining claims. The complex nature of the remaining claims means that the scheme has not reduced to the extent that had been expected. At the end of 2007/08, the Agency had only 823 claims in hand compared with 1,238 last year.

10.9 The Criminal Damage scheme cleared a number of exceptionally high value claims in the year. Even though these claims took a disproportionate effort to process, staff managed to reduce the number of undecided ones from 1,244 at the beginning of the year to 887 by year end.

Staffing

10.10 During 2007/08 there was a continuing decrease in the number of staff in the Agency which reflects the downward trend in the overall caseload. The Agency now has a complement of 83 full-time equivalent members of staff – down from 86 at the beginning of the year. The Agency operated with 90% of its staffing complement during most of the year.

Highlights of the Year

10.11 The Agency continued its commitment to training and development and supported the delivery of a range of training and development seminars throughout the year. A significant proportion of staff attended a dedicated management training programme.

10.12 Agency staff were given the opportunity to attend a "Healthworks" programme to enable them to better manage their health and well being. The programme covered lifestyle issues, the management of stress, diet and exercise.

10.13 The Agency continues to look for opportunities to realise efficiencies. The Agency moved 150,000 files from Lagan House to its premises at Royston House. This reduces accommodation costs and improves efficiency as case files no longer have to be retrieved from a remote site.

Looking forward

10.14 In 2008/09 a number of initiatives will be introduced and new challenges will be faced. A decreased volume of claim registration is anticipated which will continue to impact on staffing levels and targets.

10.15 Planning for the devolution of justice and policing continues to be a priority for the Agency.

10.16 The Agency's IT systems will require extensive modifications to interface with the new central systems, HR Connect and Account NI.

10.17 A new customer survey will be introduced from April 2008 which will allow the Agency to better measure the satisfaction levels of its claimants. In the coming year the Agency will internally produce, distribute and analyse the results of the survey which will reduce external consultancy costs.

10.18 The Agency will seek re-accreditation in both the Investors in People and the Chartermark certifications.

Bibliography

- Compensation Agency Annual Report and Accounts 2007/08
- Compensation Agency Framework Document
- Compensation Agency Corporate Plan 2007 - 2010 and Business Plan 2007/08



CHAPTER 11
Forensic Science
Northern Ireland

Role and Task

11.1 Forensic Science Northern Ireland contributes to the delivery of the NIO's Public Service Agreement Objective 3. Its contribution is made through the following activities:

- Providing effective scientific support for policing and thereby enabling the police to be more effective, it helps to build and sustain confidence in that service
- Maintaining the highest standards of integrity and science, it helps to maintain confidence in policing and in the criminal justice system
- Providing effective scientific support for the Police Ombudsman, it helps to build confidence in that organisation and consequently in the police service
- Providing a service that is timely and cost effective, it helps to produce a criminal justice system that is efficient, effective and responsive
- Supporting police investigations, it assists in the identification and conviction of offenders and reduces the incidence and fear of crime.

Aim

11.2 The Agency exists to provide effective scientific advice and support to enhance the delivery of justice through:

- Scientific support for the police in the investigation of crime
- Scientific support for the Police Ombudsman for Northern Ireland
- Scientific advice for the legal profession and objective expert testimony to the courts
- Training in the effective and efficient application of forensic science
- Analytical support for the State Pathologist's Department.

Objectives

11.3 The Agency's objectives are to:

- Ensure the availability of essential forensic science services for the Police Service of Northern Ireland
- Recover the full economic costs of the Agency from its customers

- Provide the highest quality of service to customers within the resources made available to the Agency
- Preserve the confidence with which the Agency is held by the justice system
- Use the Agency's resources with the maximum efficiency.

Looking Back over 2007/08

Performance

11.4 To provide performance information and statistics in relation to casework the Agency has used information from the 2006/07 year since it would not be possible to collate, verify and audit this information for the 2007/08 year within the time required for the production of this Departmental Report. However, details of work done during 2007/08 have been included in Highlights of the Year.

11.5 A full account of the Agency's performance and financial statement is contained in its Annual Report and Accounts 2006/07. A copy may be obtained from Forensic Science Northern Ireland, 151 Belfast Road, Carrickfergus, Co. Antrim, BT38 8PL or by accessing the Agency's website www.fsni.gov.uk

11.6 The Agency had ten corporate goals for the year, as follows:

1. To maintain costs within agreed budget limits
2. To negotiate satisfactory 2008/09 SLAs and MOUs
3. Ensure demonstrable quality
4. Reduce casework backlog
5. Improve turnaround times
6. Develop a strategic approach to business development
7. Embed governance structures within FSNI
8. Develop and implement a management information system
9. Support the Causeway Project
10. Prepare for the devolution of criminal justice matters to a new Northern Ireland department.

11.7 Progress towards these goals will be detailed in the Agency's Annual Report and Accounts for 2007/08 which will be laid in Parliament in July 2008.

Staffing Levels

11.8 During 2007/08 the number of staff continued to average around 200, 75% of whom were scientific grades. The slight increase from 190 in the previous year is explained by the inclusion of a permanent Chief Executive and a permanent team of directors who were recruited during the year.

Casework Statistics

11.9 The casework statistics for 2005/06 and 2006/07 are shown in the following charts:

Chart 11.1 - Total Cases for 2005/06 and 2006/07

(indicates new cases created in the year for all customers for specific case classifications only)

Cases	05/06	06/07	% Change
Arson and Fires	219	265	21.00%
Burglary	686	904	31.78%
Drugs	537	676	25.88%
Explosives	84	75	-10.71%
Firearms	273	248	-9.16%
GBH/Assaults	346	419	21.10%
Murder	120	96	-20.00%
Sex Offences	148	189	27.70%
Traffic	356	440	23.60%
Totals	5,266	6,103	

Total Cases Created 2006/07 by Type

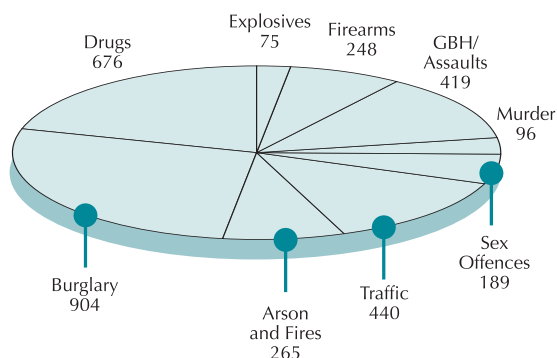
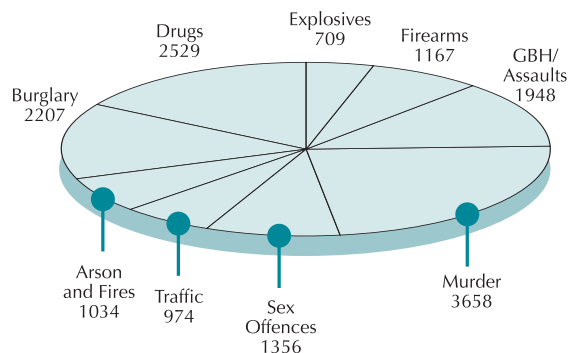


Chart 11.2 - Total items submitted for 2005/06 and 2006/07

(indicates items submitted for all customers, regardless of when the case was initially created - for specific case classifications only)

Items	05/06	06/07	% Change
Arson and Fires	780	1,034	32.56%
Burglary	1,560	2,207	41.47%
Drugs	1,873	2,529	35.02%
Explosives	893	709	-20.60%
Firearms	1,449	1,167	-19.46%
GBH/Assaults	1,968	1,948	-1.02%
Murder	3,965	3,658	-7.74%
Sex Offences	987	1,356	37.39%
Traffic	836	974	16.51%
Totals	19,572	21,476	

Total Items Submitted in 2006/07 by Type



11.10 The 2007/08 figures will be available for publication in the Agency's Annual Report which will be published in the summer.

Highlights of the Year

11.11 Major developments during 2007/08 included:

- A permanent team of directors was recruited during this year to replace the previous team of temporary directors. These included a Finance Director, a Corporate Services Director, a Director of Reporting Services and a Director of Laboratory Services. The post of Customer Relations Director has recently been approved by the Department but at this stage this post remains unfilled
- A major change was introduced to the FSNI internal organisation structure, the Operations Directorate

being divided in two and two directors appointed to head up each specialist area. The Laboratory Services Directorate deals primarily with the recovery and analysis of evidence and the Reporting Services Directorate deals specifically with consultation services, including advice at crime scenes to the PSNI

- Accreditation of FSNI's core business areas to ISO 17025 standard was maintained after a UKAS surveillance visit in July 2007 and was confirmed after a further visit in January 2008. In addition a further two areas within FSNI have been added to the scope of accreditation
- A systematic approach to product definition and costing was initiated in order to provide a more meaningful relationship between work done and revenues received
- The Operational Support Team was set up to provide a range of administration and business support services to those involved in delivering the science. This contributes to the Agency's strategic initiative of improving the service to customers
- The Agency continued to play an active role in the Causeway Programme in association with its partner criminal justice organisations and continued to participate in the ongoing development of the system
- The work of the Agency, and forensic science in general, came under intense media interest as a result of the Omagh Bomb trial, appearing to indicate a greater public awareness of the importance that forensic science now plays in the investigation of serious crime. The Judgement in relation to the Omagh Bomb trial was released in December 2007 and as a result low copy number (LCN) DNA was heavily criticised. This has resulted in LCN DNA being closely scrutinised as a forensic method
- A UK Forensic Science Regulator was recruited during this year. FSNI is represented on the Forensic Science Advisory Council set up to provide advice to the Regulator.

Looking Forward

11.12 During the forthcoming year the Agency is looking forward to a number of new developments. One is the establishment of a Customer Relations and Business Development Directorate. This will be the first time that FSNI will have had a directorate focussing entirely on customer needs.

11.13 Work will also continue on the FSNI new accommodation project. The project team is finalising

the design details and preparing documents covering procurement, planning, site options and technical requirements. The Agency will work with the PSNI to robustly test and validate proposals. An outline business case is expected by the summer and a gateway review will follow later in the year.

11.14 The increased sensitivity of forensic science methodologies means that the integrity of exhibits from beginning to end of the process will require even more rigorous control procedures to be deployed in any forensic service operation. FSNI hopes to put a number of improvement packages, including in relation to the tracking of exhibits and business processes, into a single programme called Perseus. A business case for the Perseus Programme will be submitted to the Department early in the new financial year.

11.15 In addition FSNI has implemented an action plan to improve further internal processes and procedures following the Omagh Trial.

11.16 The Agency will continue to devote resources to its quality accreditation process and aim to streamline internal quality systems to deliver quality products more effectively. It also intends to recruit a Quality Director to oversee the strategic quality issues that face FSNI. This is especially important given that the Forensic Science Regulator requires all forensic methodologies to be accredited and this will include any in-house services currently provided by PSNI.

11.17 The Agency has begun work to align its products with the ACPO guide. PSNI are keen that FSNI products and prices are comparable with other forensic science providers in the UK and the Agency is committed to completing this work by the end of 2009/10. This will dovetail with the Perseus Programme.

11.18 The Agency's Management Information System (MIS) will be improved during the forthcoming year to ensure that both internal and external needs are met. The Executive Board and Management Committee require appropriate and timely MIS in order to fully deliver key targets. Work will be started on compiling a dedicated MIS.

11.19 There is much to be done over the coming year and the Agency looks forward to the challenges and opportunities that will arise over the next twelve months.

Bibliography

Annual Report and Accounts 2006/07



CHAPTER 12

Youth Justice Agency

Role and Task

12.1 In line with the recommendations of the Criminal Justice Review, the Youth Justice Agency was established in April 2003 as an executive agency of the Northern Ireland Office.

12.2 It carries out the Secretary of State's function for the provision of youth justice services under the Justice (Northern Ireland) Act 2002 and Criminal Justice (Children) (NI) Order 1998. Youth justice policy is separate from the functions of the Agency and is one of the responsibilities of the Criminal Justice Directorate of the NIO.

12.3 All the services delivered by the Agency are subject to inspection and review by the Chief Inspector of Criminal Justice. Similarly, these services may be subject to review by the Northern Ireland Commissioner for Children and Young People and the Northern Ireland Human Rights Commission.

12.4 The Agency also plays a key role within the Criminal Justice System in Northern Ireland (CJSNI), which aims to secure an improved service to the public through better co-operation, co-ordination and accountability in the administration of the Northern Ireland criminal justice system.

Aim

12.5 The Youth Justice Agency aims to reduce youth crime and to build confidence in the youth justice system.

Objectives

12.6 The main objectives of the Agency are to:

- Help reduce offending by children and to assist their integration into the community
- Maintain an appropriate level of security for children in its care
- Operate a safe and caring environment across the Agency for children, staff and the public
- Take account of the needs of victims of crime through restorative justice principles
- Respect and value staff and develop their potential in order to enhance the quality of service delivered by the Agency
- Use resources effectively and deliver best value
- Promote awareness of, and develop confidence in, the work of the Agency in relation to the public and criminal justice partners

- Consult with and obtain feedback from a broad range of key stakeholders and partners, in particular children, their families, victims of youth crime and those organisations representing them.

Looking Back over 2007/08

12.7 The operation of the Youth Justice Agency and its ability to carry out its programmes of work are directly influenced by the sentencing practice of the courts, the resources available to the Agency and by legislative and policy initiatives, particularly from other parts of the criminal justice system. The Agency operates in a very demanding environment with a growing volume and complexity of work undertaken and against a background of major changes and developments occurring within the youth justice system and the central feature of efficiency within the Comprehensive Spending Review 2007.

12.8 A number of strategic reviews were undertaken across the Agency with a view to improving future operational effectiveness and ensuring compliance with statutory responsibilities. These included:

- Review of Community Services estate and organisation structure
- Review of Education Services within Woodlands Juvenile Justice Centre
- Review of the provision of education within Community Services
- Review of data handling procedures
- Review of the system for the allocation of funding to external service providers.

12.9 Other significant developments during 2007/08 included:

- Development of an Agency strategy to reduce re-offending based on the principles of restorative justice
- Transfer of responsibility for the supervision of elements of youth conference plans and orders to Community Services Directorate
- Creation of a Senior Management Group within the Agency
- Preparatory work in relation to the devolution of justice and policing
- Preparatory work for the implementation of the new Public Protection Arrangements NI
- Criminal Justice Inspectorate Review of Corporate Governance

- Criminal Justice Inspectorate Review of Youth Conference Service
- Criminal Justice Inspectorate Review of Woodlands Juvenile Justice Centre
- Evaluation of Attendance Centre Orders.

12.10 Initiatives and events undertaken in 2007/08 aimed at improving stakeholder awareness of the Agency included:

- Extensive programme of engagement undertaken with local MLA's, PSNI Divisional Commanders and local Councils
- A series of media briefings to selected influential editors and journalists
- Ceremony to mark the official opening of Woodlands Juvenile Justice Centre
- Agency exhibition stand at NI Local Government Association annual conference
- Hosting of three joint events with Prince's Trust on the theme of reducing offending – a masterclass for practitioners and policy makers; a dinner for employers to encourage employment of ex-offenders; and a workshop for young people
- Full programme of events in support of Criminal Justice week which included the hosting of a simulated youth conference event aimed primarily at MLA's and Lay Magistrates; and participation in a number of community open days led by the NI Court Service
- Participation in a youth debate as part of the West Belfast Spring Festival
- Restorative Justice week poster competition organised by Youth Conference Service
- Agency participation in a series of seminars across the province organised by the Law Society of Northern Ireland
- Agency participation in CJSNI schools outreach event in Dungannon.

Inspections by the Criminal Justice Inspectorate NI

12.11 The inspection report on the Youth Conference Service was published in February 2008. The report concluded that the Youth Conference Service was delivering "an effective and useful service for victims of crime and young offenders". The report highlighted that staff and management were totally committed to

providing a restorative conferencing system which worked equally well for both victims and young offenders and reached the conclusion that the "Inspectorate remained convinced in principle of the value of this restorative approach to criminal justice".

12.12 The inspection of the Woodlands Juvenile Justice Centre has been completed with the report expected to be published early in 2008/09.

12.13 A corporate governance inspection was also completed during the latter half of the year. The report is awaited.

Delivery Against NIO PSA Targets

12.14 The Agency contributes towards the delivery of NIO Public Service Agreement targets 2 and 3 to:

- Increase public confidence in the criminal justice system by 3% by April 2008
- Reduce the rate of reconviction by 5% compared to the predicted rate by April 2008.

12.15 As part of its communications strategy, the Agency has undertaken a wide range of events and activities aimed at increasing awareness of the Agency and wider criminal justice system. This has proved successful in that overall awareness levels of the Agency, as measured by the independent NISRA Omnibus Survey, have increased from 11% in January 2005 to 19% in January 2008. Using the same survey, an overall baseline figure of 41% has been established in relation to confidence in the effectiveness of the Agency in dealing with young people accused of crime.

Efficiency Programmes

12.16 A series of reviews were carried out during 2007/08 to examine the provision of services and associated resources to ensure that the Agency continues to operate efficiently. These included:

- Review of Education Services within Woodlands Juvenile Justice Centre
- Review of the Provision of Education within Community Services
- Review of Community Services Estate and Organisational Structure.

12.17 Implementation of the agreed recommendations flowing from these reviews will generate significant cost savings which will be re-directed to the core business areas of the Agency.

12.18 Additionally within the Youth Justice Agency:

- Daily meetings are held with young people within the Juvenile Justice Centre
- Complaints procedures have been introduced
- Young Voices, a part of Include Youth, hold regular meetings with young people in the Juvenile Justice Centre and have provided feedback on a number of issues
- NIACRO provide an Independent Representation Scheme within the Juvenile Justice Centre and supply feedback on children's concerns and complaints
- Within Community Services all young people are directly involved in planning and agreeing the programme of services they receive and a participation group is developing a model for young people's involvement in more general service planning.

category in acknowledgement of the campaign undertaken to successfully target and promote corporate objectives to employees within an organisation also during this transitional period

- The graduation of a number of Youth Conference Co-ordinators from the University of Ulster in the first ever Postgraduate Diploma in Restorative Practices in Northern Ireland
- The hosting of three specific events with the Prince's Trust on the theme of reducing offending
- The Criminal Justice Inspectorate's inspection of the Youth Conference Service
- Independent Research Solutions reported on their evaluation of Attendance Centre Orders. The report concluded that the dynamic model of practice employed by Community Services, incorporating restorative measures and desistance approaches integrated with an individualised response, was in line with the latest research into effectiveness and has application in all areas of community based supervision.

Highlights of the Year

12.19 During 2007/08 highlights included:

- The official opening of Woodlands Juvenile Justice Centre on 5 November 2007 by Shaun Woodward, Secretary of State for Northern Ireland
- Ministerial visits by Paul Goggins, Criminal Justice Minister, to Community Services Foyle on 11 September 2007, the Agency's Headquarters in Waring Street on 17 September 2007 and Woodland Juvenile Justice Centre on 1 October 2007
- Formal presentation of the IIP Accreditation Award to the Agency at Hillsborough Castle in May 2007
- A teacher at Woodlands Juvenile Justice Centre received the accolade of Woman of the Year in Education at the inaugural Belfast Telegraph Woman of the Year Awards. She was chosen for the award on the basis of her desire to want to change the lives of young people who have hurt others, committed awful crimes and who have failed in other settings
- Two external awards won by the Agency at the annual CIPR Annual Pride Awards. The Youth Justice Agency and the Anderson Spratt Group won the Gold Award in recognition of the communications and development programme developed to take the Custodial Services Directorate into the new Juvenile Justice Centre at Woodlands. The Agency also won the Gold Award in the internal communications

Looking Forward

12.20 The Agency will continue to build upon its achievements and focus on organisation development, evaluation of services provided and enhancing public awareness of the services it provides. The Corporate Plan 2008-2011 and Business Plan 2008/09 outlines the Agency's key priorities over the next three years.

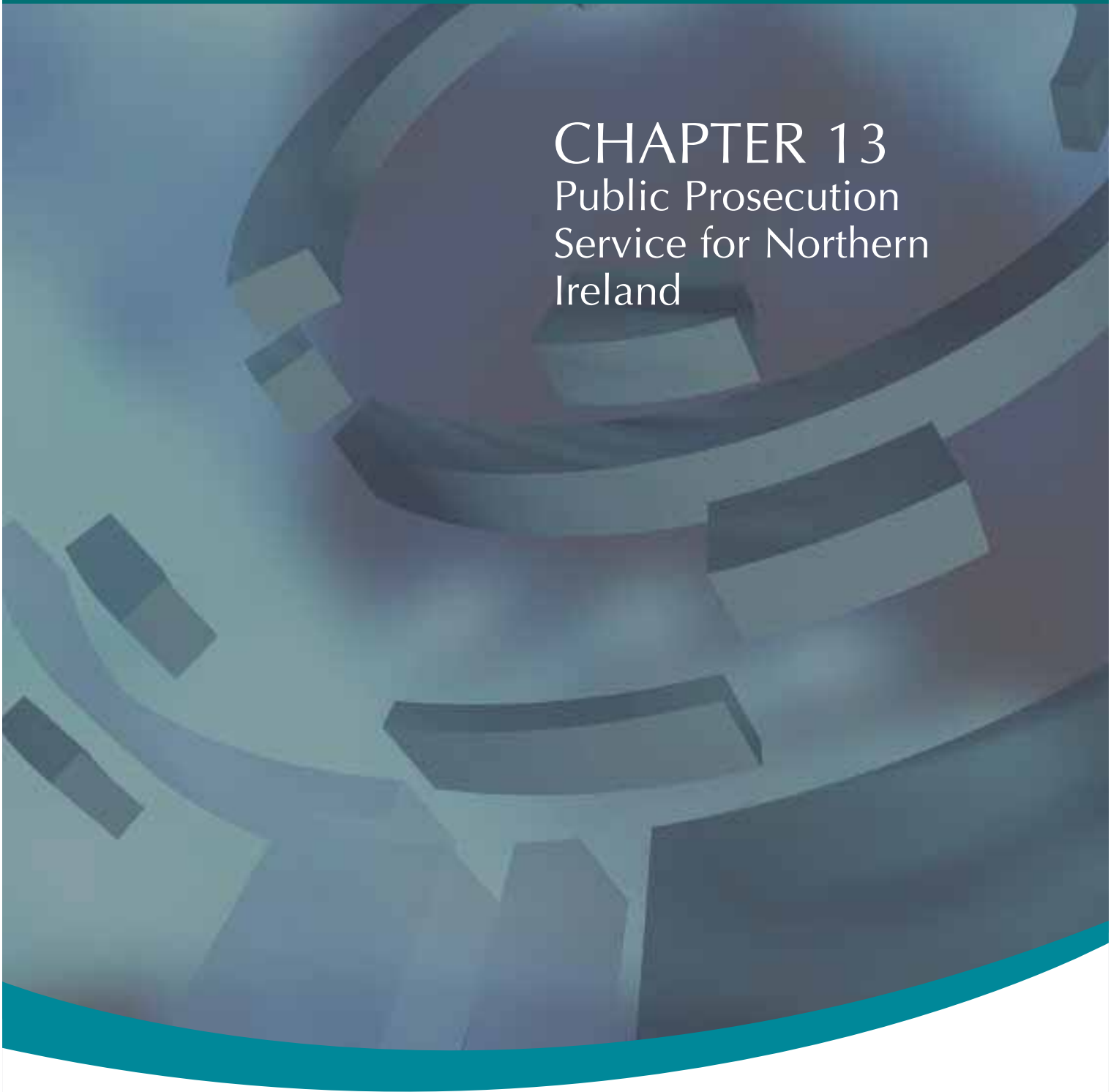
12.21 The main developments planned for 2008/09 include:

- Continued contribution towards the overall NIO Public Service Agreement, the NIO Departmental Strategic Objectives and the Criminal Justice System NI targets and objectives
- Implementing the new Public Protection Arrangements NI legislative requirements in relation to young people
- Contributing to the implementation of the Northern Ireland regional strategy for the prevention of offending by children and young people
- Establishing an Agency wide strategy for addressing priority youth offenders on Juvenile Justice Centre Orders
- Delivering a communications and public relations strategy which raises awareness of and confidence in the work of the Agency among stakeholders

- Implementing the reducing re-offending strategy through a restorative justice framework across the Agency
- Implementing the agreed recommendations of the Criminal Justice Inspection Northern Ireland (CJINI) inspection of the Youth Conference Service
- Developing a social inclusion pathways model for all young people and families referred to the Agency
- Implementing the new Juvenile Justice Centre rules and devising Agency standards and associated policies as appropriate
- Implementing the agreed recommendations of the CJINI Inspection of the Juvenile Justice Centre
- Implementing the agreed recommendations of the CJINI Inspection of Corporate Governance within the Agency.

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- Youth Justice Agency Corporate Plan 2007-2010 and Business Plan 2007/08
- Youth Justice Agency Corporate Plan 2008-2011 and Business Plan 2008/09
- Youth Justice Agency Annual Report and Accounts 2006/07
- Youth Justice Connections – a magazine published three times a year by the Youth Justice Agency
- Out and About – staff magazine produced three to four times a year



CHAPTER 13
Public Prosecution
Service for Northern
Ireland

Role and Task

13.1 The Public Prosecution Service for Northern Ireland (PPS) was established in June 2005 by the commencement of the Justice (Northern Ireland) Act 2002. The Act defines the PPS, its statutory duties and commitments and the legislative framework within which it provides its services.

13.2 The PPS is the principal prosecuting authority in Northern Ireland and is responsible for all criminal cases previously prosecuted by the former Department of the Director of Public Prosecutions and the Police Service of Northern Ireland (PSNI). In addition to taking decisions as to prosecution in all cases initiated or investigated by the police in Northern Ireland, it will also consider cases initiated or investigated by other statutory authorities, for example HM Revenue and Customs.

13.3 The PPS is headed by the Director of Public Prosecutions for Northern Ireland and the statutory functions of the post are set out in Sections 29 to 39 of the Justice Act. There is also a Deputy Director of Public Prosecutions. The Deputy Director has all the powers of the Director but must exercise them subject to his direction and control. Both posts are public appointments made by the Attorney General for Northern Ireland and the Director presently discharges his functions under the superintendence of the Attorney General.

Aim

13.4 To provide the people of Northern Ireland with an independent, fair and effective prosecution service.

Strategic Objectives

13.5 The Service's strategic objectives, as set out in the PPS Annual Business Plan for 2007/08, were as follows:

- To improve service delivery
- To process prosecution cases in a timely and efficient manner in partnership with other agencies
- To promote confidence in the prosecution service
- To enhance the value for money achieved through modernisation and the better use of resources
- To meet corporate governance requirements through the effective management of finance, resources and risk
- To maintain and develop the Case Management System to meet the needs of the PPS
- To implement the Government's Sustainable Development Strategy
- To create an environment in which the skills and knowledge of all staff are developed and valued so that they are equipped with the relevant competencies to meet individual and business needs
- To achieve a workforce that is reflective of people from a range of diverse backgrounds and from all parts of the community
- To deliver all objectives as set out in the PPS Service Delivery Model.

Looking Back over 2007/08 Performance

13.6 The 2007/08 Annual Business Plan set out how the PPS's strategic objectives were to be taken forward during the year and included a total of 21 performance milestones against which progress was to be tracked. At the time of writing, final performance information against these milestones was not yet available; however, the majority are presently on course to be achieved, either in full or in part.

13.7 A detailed account of performance will be presented in the PPS Annual Report for 2007/08, to be published in July 2008.

PPS Implementation

13.8 A key objective for the year was the full implementation of the PPS. This was achieved in October 2007 when the Service assumed responsibility for the prosecution of all criminal cases in the six police commands in the Newry and Londonderry areas.

13.9 Whilst the full range of PPS services is now available across Northern Ireland, the regional accommodation programme has not yet been completed, largely due to difficulties in the procurement of suitable accommodation. However substantial progress was made during 2007/08:

- A new Omagh office serving the PPS Western and Southern Region became fully operational in August 2007. Four of the six regional offices planned for the Service have now been opened (see map, overleaf)
- An agreement for an office in Londonderry was signed in October 2007 and completion is anticipated in autumn 2008

- Capital funding has also been secured for an office in Newry. The identification of suitable premises is well advanced.

PPS Regional Office Locations



Regions	Offices
Belfast	Belfast* (Corporate HQ)
Eastern	Lisburn*
Northern	Ballymena* Londonderry
Western and Southern	Omagh* Newry

* Denotes new PPS Regional Offices which are currently operational.

Caseload

13.10 The PPS caseload has continued to grow in line with the implementation of the Service. The total of just over 53,000 cases for the 2007 calendar year compares with less than 33,000 in 2006 (see Chart 13.1). In 2008 it is anticipated that the Service will consider approximately 60,000 files.

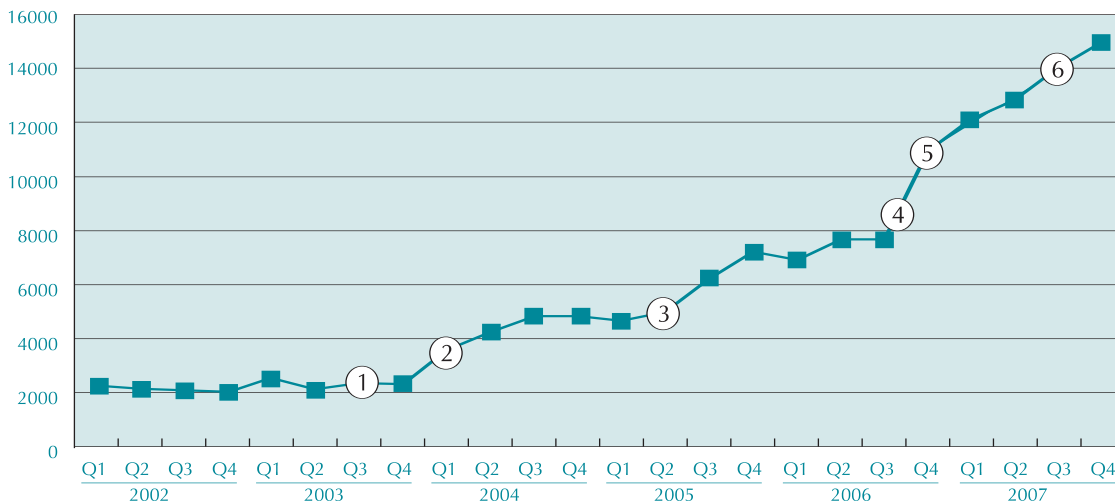
Service Delivery – Tackling Avoidable Delay

13.11 The improvement of service delivery, and in particular a reduction in avoidable delay in expediting prosecution cases, is a priority for the PPS and criminal justice partners, working as part of the Criminal Justice System Northern Ireland (CJSNI). The Service is committed to ensuring that all decisions are reached in a timely, effective and efficient manner and in accordance with the Test for Prosecution.

13.12 A total of five timeliness targets were set for the 2007/08 financial year, which reflected agreed CJSNI performance standards for 2007/08¹. All five targets are currently on course to be achieved (see Chart 13.2, overleaf).

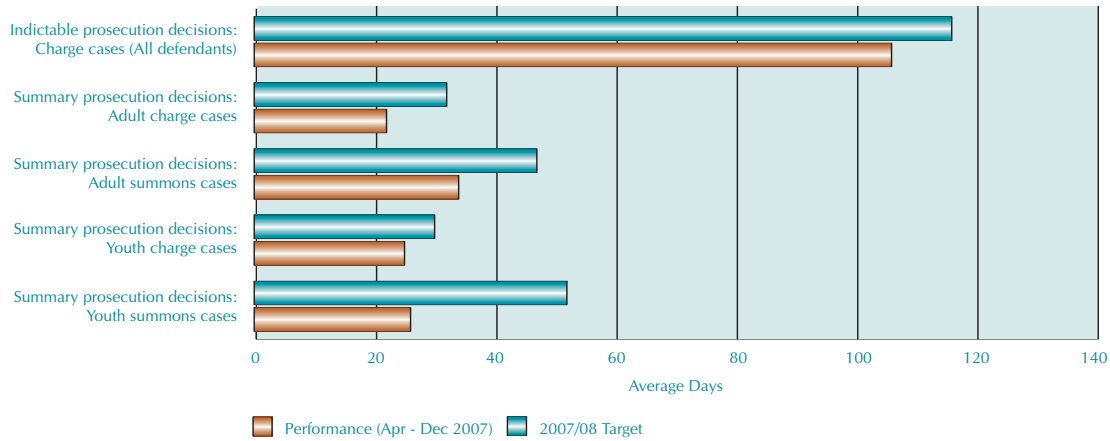
13.13 Efforts to improve timeliness during the year have included the development of enhanced file monitoring procedures and the development (in conjunction with

Chart 13.1: Files Received by Quarter 2002 to 2007



KEY: 1. Launch of South Belfast PPS Pilot 2. Launch of Fermanagh and Tyrone PPS Pilot 3. Commencement of Belfast Region
 4. Commencement of Eastern Region 5. Commencement of Northern Region (Ballymena Office)
 6. Full implementation of PPS

¹ CJSNI performance standards operated on a ‘shadow’ basis during 2007/08. Monitoring reflects the period in calendar days from date of receipt of initial papers (charge cases only or a full file from PSNI) to the date the PPS decision was issued.

Chart 13.2: Performance against 2007/08 Timeliness targets (Provisional data)

PSNI) of a number of pilot schemes in the areas of charging and restorative cautions. Further advances are anticipated during 2008/09, particularly in the handling of indictable cases. The Service has carried out a review of the way in which indictable cases are processed, in order to maximise the benefits of information technology and the PPS Case Management System. These changes will be implemented with the next phase of the Causeway Programme (see paras 13.20 and 13.21).

Criminal Justice Inspection Northern Ireland

13.14 Criminal Justice Inspection Northern Ireland (CJINI) conducted its first baseline inspection of the PPS in early 2007. The inspection team's report, which was published in July 2007, included 17 recommendations and a further 21 'issues to address'. A number of strengths were also noted and the team concluded that decision-making was independent, free from undue influence and overall of good quality.

13.15 The PPS has responded to the inspection report and has produced a detailed action plan which will address the various issues highlighted by the inspection team. A number of the activities from the PPS action plan have been included as key milestones in the Corporate Plan for the period 2008 – 2011.

Highlights of the Year

Launch of the PPS Omagh Office

13.16 On 14 December 2007 the new PPS Omagh office, 'Omagh Chambers', was officially opened by the Rt. Hon. the Baroness Scotland of Asthal QC, Attorney

General for Northern Ireland. Invited guests at the event included representatives from the various criminal justice agencies, the judiciary and church and community groups.



Official Opening of Omagh Chambers: (L – R) Sir Alasdair Fraser QC, Director of Public Prosecutions for Northern Ireland; Roger Davison, Regional Prosecutor, Western and Southern Region; Baroness Scotland, Attorney General for Northern Ireland.

PPS Stakeholders

13.17 The Service has carried out a consultation exercise with key stakeholders, in order to gather their views on a range of significant issues for the PPS. The views gathered have assisted in the drafting of the PPS Corporate Plan and will help to inform the ongoing development of the Service.

Victims and Witnesses

13.18 Following the publication of the PPS Victims and Witnesses Policy in March 2007, the PPS Management

Board commissioned a review of the community liaison function. The purpose of the community liaison teams, which have been established on a regional basis, is to ensure that victims and witnesses are appropriately informed as cases progress and to provide information and guidance on available support services. The scope of the review encompassed all aspects of the community liaison role, including processes and procedures, the documentation issued to victims and witnesses and the training available to staff members. The review team also drew on the findings of the PPS survey of victims and witnesses and the views expressed by respondents. The improved Community Liaison function will be implemented by October 2008.

Looking Forward

Policy Initiatives

13.19 A number of new policy statements are planned for release in 2008/09, including:

- A new policy for prosecuting cases involving 'hate crime'
- A new statement outlining the PPS approach to the prosecution of cases involving sexual offences.

The new policy statements will be subject to a period of consultation.

Causeway

13.20 The first stage of the Causeway data sharing mechanism ("DSM 0"), introduced in 2005/06, allowed

police to submit files to the PPS electronically, as well as requests for prosecutorial and pre-charge advice.

13.21 The next phase of Causeway ("DSM 1"), to be implemented in October 2008, will broaden the portfolio of information to be shared electronically among participating criminal justice organisations, to areas such as requests for information, prosecutorial decisions and court results.

Devolution

13.22 The Director and Management Board make the assumption that policing and justice matters will be devolved to the Northern Ireland Assembly. The Service will work closely with the Northern Ireland Office to ensure that the necessary legislative, financial and personnel arrangements are in place should devolution proceed.

Bibliography

- Annual Business Plan 2007/08
- Corporate Plan 2008 – 2011 and Annual Business Plan 2008/09
- Annual Report 2007/08 (available from end July 2008)
- Code for Prosecutors
- Victims and Witnesses Policy
- An Inspection of the Public Prosecution Service for Northern Ireland (CJINI)



CHAPTER 14

Crown Solicitor's Office

Role and Task

14.1 The Crown Solicitor's Office (CSO) provides a legal service to United Kingdom Government Ministers, departments and agencies, the Police Service of Northern Ireland, the Policing Board for Northern Ireland, the Chief Electoral Officer for Northern Ireland and others, principally, but not exclusively, where civil proceedings are brought by or against them. The CSO is involved in a wide range of legal work including extradition, public and employer's liability litigation, insolvency, debt recovery, employment law, judicial review, inquests, charity law, applications for injunctions, habeas corpus applications, applications to the European Court of Human Rights, bona vacantia, public inquiries and general legal advice. In addition a number of miscellaneous statutory functions are conferred on the Crown Solicitor by statute, although most of these at present do not give rise to any significant volume of work.

14.2 Another part of the CSO, the Northern Ireland Office Legal Advisers Branch, provides advice across four NIO directorates on reserved matters together with instructing Parliamentary Counsel on Westminster Bills extending to Northern Ireland in the reserved field; also drafting subordinate legislation and providing litigation support especially on incompatibility challenges to legislation under the Human Rights Act 1998.

Aim

14.3 The aim of the CSO is to provide a high quality, competitively priced legal service to its clients with which they are entirely satisfied and, to facilitate this aim, to train and develop staff.

Objectives

14.4 The objectives of the CSO are to:

- Provide a high quality legal service
- Ensure that clients are satisfied with the legal service provided
- Recover from clients the cost of running the CSO by charging for work done
- Recover from clients the outlay expended on their behalf
- Continually improve efficiency in the use of resources
- Train and develop staff in accordance with Investors in People principles.

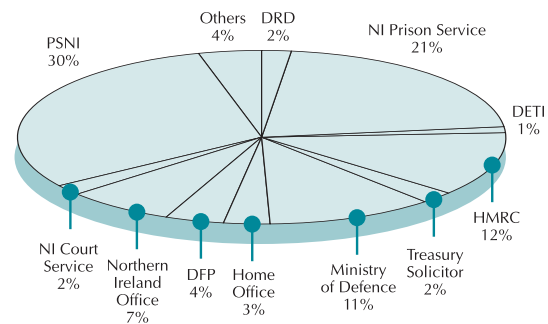
Looking Back over 2007/08

14.5 The CSO continued to recover its full running costs from its clients. Given that the nature and volume of the work undertaken by the office was demand led, it was extremely difficult to predict levels and the resource requirements efficiently and effectively. There was a constant requirement to monitor workloads very carefully and to note trends as adjustments were needed, on a timely basis, in order that the office continued to provide a level of service to meet its aim and objectives and to do this in the most resource effective way.

14.6 Throughout 2007/08 reviews have taken place of the service level agreements which are in place with several major clients. Stock was taken as to how methods, processes and communication could be improved. This was an extremely useful and enlightening exercise for both clients and the CSO with the obligations on each side of the agreements being reviewed and adhered to.

14.7 The CSO is on target to meet its financial objectives for the year including the recovery of its costs, the recovery of outlay and efficiency savings. The chart below shows the work of the office in terms of the percentage invoiced to each client during 2006/07.

Chart 14.1 – Amount Invoiced – Financial Year 2006/07



14.8 The project to update and enhance IT provision over a number of years continued apace and security accreditation for the system has been achieved. System software was augmented and/or upgraded to current versions and the required associated training carried out. In addition workflows have been designed and developed for the insolvency work in the office and testing has now been completed.

14.9 Continuous Professional Development for all solicitors provided for an increased level of training for legal staff which was also beneficial for clients. It ensured legal staff were abreast of developments and able to deploy this knowledge to the work they do for clients. It also allowed solicitors to advise clients on new legal developments and the impact this may have on

their business areas both on policy and operational aspects. In addition, all legal staff participated in the wider civil service Professional Skills for Government programme.

14.10 The CSO has observer status within the Government Legal Service (GLS) and participates in a number of specialist groups within GLS including the Litigation Group and the Employment Law Group. It therefore had access to experience and advice from the largest public law organisation in the UK. Best practice developments were brought to the attention of the Crown Solicitor and where appropriate, with adaptation where necessary, were deployed within the office.

Highlights of the Year

14.11 The CSO continued to provide its services to its clients in both advice work and in terms of representation. The office represents clients at every tier of the Civil Courts in Northern Ireland from County Courts to the High Court to the House of Lords; in the Magistrates' Courts it represents HMRC in condemnation proceedings; before the "appropriate judge" in extradition proceedings the office represents the judicial authorities of the various countries which are seeking the extradition of accused or convicted fugitives; clients are also represented in the Fair Employment Tribunal, the Industrial Tribunals, Public Inquiries and the Secretary of State for Northern Ireland is represented by the office before the Life Sentence Review Commissioners and Sentence Review Commissioners.

14.12 The impact of the Human Rights Act 1998 and decisions in the European Court of Human Rights continue to have a major impact on the work and practice of clients, in particular the PSNI and the Prison Service. There have been a considerable number of new challenges including compatibility challenges to primary legislation.

14.13 Work in connection with the Billy Wright and Rosemary Nelson Inquiries continued during the year. The Billy Wright Inquiry is now currently taking oral evidence in public. These inquiries have placed considerable demands on CSO staff in terms of the time and commitment they give and have given to the support of witnesses both in the taking of statements and generally in connection with the ordeal of witnesses having to give evidence.

14.14 Judicial review applications have over this period remained at a steady rate with the focus moving from prisoner judicial reviews to immigration judicial reviews. These are nearly always urgent in that a removal date and time may have been set and an application is often

brought and interim relief sought to stop the removal. Also during this period there have been a number of judicial reviews with particular importance to clients including a challenge to police disciplinary procedures, the appointment of Queen's Counsel, challenges to decisions of Resident Magistrates and County Court Judges, challenges to appointments procedures, a challenge to the conversion of a public inquiry into an inquiry under the Inquiries Act 2005, a challenge to the jury selection procedure in Northern Ireland following the implementation of the Justice and Security Act 2007 and a challenge to the alleged surveillance of solicitors during interview with their clients in police stations and prisons. An out of hours rota has to be maintained to deal with judicial reviews.

14.15 The volume of writs increased substantially over the year. These were mainly accounted for by claims being brought by current and former members of the police and armed forces arising out of alleged hearing loss. This significantly increased the workload of staff in the division dealing with these.

14.16 Judgment was also delivered during this year in the group action brought by police officers who allege that they suffer from post traumatic stress disorder arising from their time of service during the "troubles". All of the test cases were successfully defended. Further a substantial number of the arguments were found in the favour of the defendants in the generic judgment. However, appeals have been lodged by some of the test case plaintiff's and the generic judgment has been appealed with a cross-appeal being brought by the defendants.

14.17 Work also continued on the 6,000 claims brought under the Working Time Directive. A substantial number have now been disposed of but hearings may be required in a substantial number of the remaining claims.

14.18 There was also a substantial increase in extradition work since the introduction of the European arrest warrant and the fact that sizeable numbers of foreigners now come to Northern Ireland.

14.19 More generally, the new appointees to senior management within the CSO have settled in extremely well to head their respective divisions and the office is now in a strong position to take forward the changes that will come about from the completion of devolution. The Legal Grading Review in the NIO is now being taken forward but the outcome will not be known in this financial year.

14.20 The Government Legal Service for Northern Ireland (GLSNI) was launched in April 2007. CSO is a participating unit in the GLSNI and the Crown Solicitor is a member of the management board. The exact nature of

the relationship between CSO and the GLSNI is set out in a concordat. The first conference of the GLSNI was held in November 2007. It was well attended by all of the participating units and everyone got an opportunity to contribute with their ideas and expectations for the GLSNI in break-out discussions.

Looking Forward

14.21 It is expected that the demand for the services of the CSO is unlikely to diminish in 2008/09. A lot of work arising from the past will continue to engage clients. The services of the CSO will therefore continue to be needed for the foreseeable future. The CSO will continue to provide its services in the most cost effective and efficient ways possible. Reviews of service level agreements, not previously reviewed, will continue. Work on keeping the IT system up to date will carry on and it is anticipated that the use of workflow for debt and insolvency work will lead to an improvement in service.

14.22 Work associated with the Public Inquiries will continue to place considerable demands on CSO as oral evidence in the Wright Inquiry is expected to last well into 2008/09 and the Rosemary Nelson Inquiry will commence taking oral evidence in April 2008. The appeal in the group action brought by police officers who allege that they suffer from post traumatic stress disorder is due for hearing in June 2008 and a substantial amount of work will be involved in taking this forward.

14.23 One of the most important matters to be taken forward by GLSNI is the policy on the movement of staff

between participating units. It is vital that legal staff are able to move between units and thereby gain different skills in different areas and so build up skills and competences for advancement in their careers.

14.24 The most important future challenge to the CSO will be the completion of the devolution of policing and justice. The impact on the Office is not yet entirely clear. Contingent plans are afoot to deal with this change especially in terms of the impact on staff, resources and morale. However, it is vital that the work of the office is not disrupted by the change so careful management will be required to maintain business as usual whilst this is going on.

Additional/General Information Administration

14.25 The CSO comprises the Crown Solicitor, 22 full-time solicitors, 8 part-time solicitors, 44 full-time administrative staff and 6 part-time administrative staff. The CSO initially achieved Investor in People accreditation in 1999 and was re-accredited in 2002, 2004 and 2007.

14.26 The CSO administration cost allocation for the 2007/08 financial year was £3.9 million (excluding provision for IT expenditure). There is also a provision for programme costs which are expended solely on behalf of the NIO.

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APPENDIX A

SR2004 Public Service Agreement

Aim

To secure a lasting peace in Northern Ireland based on the Good Friday Agreement, in which the rights and identities of all traditions in Northern Ireland are fully respected and safeguarded and in which a safe, stable, just, open and tolerant society can thrive and prosper.

Objective 1

To support the devolved institutions in Northern Ireland when devolution returns and encourage further political development through positive and constructive relations with the Assembly and Executive and the Irish Government and effective contributions to the British-Irish Council and British-Irish Intergovernmental Conference.

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.

Target 1

Increase confidence in the police throughout all parts of the community in Northern Ireland by 3% by April 2008, to be measured by a composite suite of measures on public views on the fairness and effectiveness of the police and policing arrangements.

In addition, Increase the Catholic representation in the police service to 30% by December 2010 as proposed by Patten with an interim target of 18.5% by March 2006.

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.

Target 2

Increase confidence in the criminal justice system throughout all parts of the community in Northern Ireland by 3% by April 2008, to be measured by a composite suite of measures on public views on the fairness and effectiveness of the criminal justice system.

Objective 4

To uphold and maintain the rule of law by developing and maintaining a policy, legislative and strategic framework, that takes account of the need to secure justice and the rights of the individual, that provides for a sufficient counter-terrorist capability and seeks to minimise the potential for and causes and effects of public order disturbances and community strife.

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.

Target 3 (part 1)

The Northern Ireland Office, working in conjunction with other agencies, will:

- reduce domestic burglary by 2% by April 2005 and by 15% by April 2007
- and
- reduce theft of and from vehicles by 6% by April 2005 and by 10% by April 2007.

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.

Target 3 (part 2)

The Northern Ireland Office, working in conjunction with other agencies, will:

- by April 2008, reduce the rate of reconviction by 5% compared to the predicted rate.

Objective 7

To ensure a cost effective prison service.

Target 4

Ensure that the annual cost per prisoner place in Northern Ireland falls to £82,500 by 2007/08 with interim targets of £86,290 for 2005/06 and £85,250 for 2006/07.

The background of the page is an abstract composition of overlapping, semi-transparent geometric shapes in various shades of teal, blue, and purple. These shapes, which include rectangles and trapezoids, are arranged in a way that creates a sense of depth and movement, resembling a stylized architectural or mechanical structure. The overall effect is modern and dynamic.

APPENDIX B

SR2004 Technical Notes

The purpose of these Technical Notes is to explain how the performance targets set out in the NIO's Public Service Agreement (PSA) will be measured. They include sources of data to be used, how frequently data will be collected, validation of data used, baselines for measuring progress and explanations of specific terms used in the PSA targets set out in Chapter 4-14 and Appendix C. They also provide explanations of the terms used to describe the targets.

PSA Targets

- Increase confidence in the police throughout all parts of the community in Northern Ireland by 3% by April 2008, to be measured by a composite suite of measures on public views on the fairness and effectiveness of the police and policing arrangements. In addition increase the Catholic representation in the police service to 30% by December 2010 as proposed by Patten with an interim target of 18.5% by March 2006
- Increase confidence in the criminal justice system throughout all parts of the community in Northern Ireland by 3% by April 2008, to be measured by a composite suite of measures on public views on the fairness and effectiveness of the criminal justice system
- The Northern Ireland Office, working in conjunction with other agencies, will:
 - Reduce domestic burglary by 2% by April 2005 and by 15% by April 2007
 - Reduce theft of and from vehicles by 6% by April 2005 and by 10% by April 2007 and
 - By April 2008, reduce the rate of reconviction by 5% compared to the predicted rate.
- Ensure that the annual cost per prisoner place in Northern Ireland falls to £82,500 by 2007/08 with interim targets of £86,290 by 2005/06 and £85,250 for 2006/07.

PSA Target	Technical Notes
<p>Target 1</p> <p>Increase confidence in the police throughout all parts of the community in Northern Ireland by 3% by April 2008, to be measured by a composite suite of measures on public views on the fairness and effectiveness of the police and policing arrangements.</p>	<p>The level of the whole community's confidence in the criminal justice system will be measured annually via an independent and representative public survey, the Northern Ireland Crime Survey (NICS).</p> <p>The NICS will be conducted annually from 2005 by the Northern Ireland Statistics and Research Agency. It draws on a representative sample of persons aged 16 and over throughout Northern Ireland. Although the NICS is all encompassing, the Department will only report on those demographic sub-groups for which statistically robust data can be produced, e.g. religion, age and sex. All questions are properly piloted and tested. In addition to measuring confidence issues, it results in two National Statistics outputs, in the form of bulletins on crime victimisation and fear of crime. The bulletins incorporate descriptive commentary, tabular and graphical results, and technical notes relating to levels of statistical accuracy. They are available on the NIO website. Crime victimisation data are normally published to the nearest 0.1%, whereas those for fear of crime and confidence are published to the nearest 1%.</p> <p>The NICS will be used to measure progress against the target but we have had to construct a baseline from the information that is currently available. To do this four questions from the NICS and three questions from the Northern Ireland Omnibus Survey* have been used. In future all seven questions will be asked in the NICS. Our judgement at this stage is that the baseline will not be affected by the change in survey method.</p> <p>Results from seven indicators, four from NICS 2003/04 and three from the April 2004 Northern Ireland Omnibus Survey, each of which measures a different aspect of confidence in the police or policing arrangements, have been used to produce a composite baseline figure of 73%. This consists of a weighted average rating for confidence in terms of:</p> <ul style="list-style-type: none"> ■ how good a job the police are doing; ■ whether they treat Catholics and Protestants equally; ■ whether they can provide an effective day-to-day policing service; ■ whether the Policing Board is part of the police or independent of the police; ■ whether the Policing Board helps ensure the police do a good job; ■ whether the Police Ombudsman is part of the police or independent of the police; and ■ whether the Police Ombudsman helps ensure the police do a good job. <p>The aim is to increase the composite confidence figure to 76% by April 2008, the achievement of which will be determined using data from NICS fieldwork for the 12 months ending 31 March 2008. The figures for all the PSA target 1 indicators exclude 'don't knows' and 'refusals'. Thus, the Omnibus Survey baseline results may differ slightly from those previously published by the Northern Ireland Policing Board.</p> <p>For the purposes of these surveys, the two main communities refer to those who have either declared themselves as Protestant or as Catholic.</p>

* The Northern Ireland Omnibus Survey draws on a representative sample of persons aged 16 and over throughout Northern Ireland. It is conducted and validated by the Northern Ireland Statistics and Research Agency (NISRA) and is designed to provide a snapshot of people's behaviour, lifestyle and views. The data are published to the nearest 1%.

PSA Target	Technical Notes
<p>Target 1 continued.</p> <p>In addition:-</p> <p>Increase the Catholic representation in the police service to 30% by December 2010 as proposed by Patten with an interim target of 18.5% by March 2006.</p>	<ul style="list-style-type: none"> ■ The PSA target arises from those recommendations contained within the Report of the Independent Commission on Policing published in September 1999, which were concerned with the religious imbalance within the police service. At the time of the report, Catholic representation among regular officers was 8.3%; ■ Targets on Catholic representation in the police relate to regular police officers only; ■ The term “police service” relates to regular officers within the Police Service of Northern Ireland; ■ The religious affiliation of new recruits will be determined from their own declarations based on guidance issued by the Equality Commission; ■ The Oversight Commissioner will monitor, validate and report progress towards implementing these targets as part of his wider responsibility to monitor and report on the implementation of all of the accepted recommendations of the Independent Commission on Policing; ■ Data used in the indicators originates from the Police Service of Northern Ireland (PSNI), who calculate the number of officers determined to be Community Background 2 (Catholic) as a percentage of the total number of PSNI regular officers. The NIO seeks regular updates of the data to monitor performance against the PSA targets. Community background statistics are published in the annual report of the Northern Ireland Policing Board. The source of this data is the notification by existing officers of their primary school attendance. Data relating to new recruits originate from declarations of religious background by individual officers; and ■ The interim target for Catholic representation in the police service by March 2006 is 18.5%.
<p>Target 2</p> <p>Increase confidence in the criminal justice system throughout all parts of the community in Northern Ireland by 3% by April 2008, to be measured by a composite suite of measures on public views on the fairness and effectiveness of the criminal justice system.</p>	<p>The level of the whole community’s confidence in the criminal justice system will be measured annually via an independent and representative public survey, the Northern Ireland Crime Survey (NICS).</p> <p>The NICS will be conducted annually from 2005 by the Northern Ireland Statistics and Research Agency. It draws on a representative sample of persons aged 16 and over throughout Northern Ireland. Although the NICS is all encompassing, the Department will only report on those demographic sub-groups for which statistically robust data can be produced, e.g. religion, age and sex. All questions are properly piloted and tested. In addition to measuring confidence issues, it results in two National Statistics outputs, in the form of bulletins on crime victimisation and fear of crime. The bulletins incorporate descriptive commentary, tabular and graphical results, and technical notes relating to levels of statistical accuracy. They are available on the NIO website. Crime victimisation data are normally published to the nearest 0.1%, whereas those for fear of crime and confidence are published to the nearest 1%.</p> <p>Results from six NICS 2003/04 indicators, each of which measures a different aspect of confidence in criminal justice, have been used to produce a composite baseline figure of 39%. This consists of the unweighted average rating for confidence in the criminal justice system in terms of:-</p> <ul style="list-style-type: none"> ■ respecting the rights of the accused; ■ bringing people who commit crimes to justice; ■ dealing with cases promptly and effectively; ■ meeting the needs of victims; ■ reducing crime; and ■ dealing with young people. <p>The aim is to increase the composite confidence figure to 42% by April 2008, the achievement of which will be determined using data from NICS fieldwork for the 12 months ending 31 March 2008. Comparable results for the six indicators are published by the Home Office in respect of England and Wales. In common with the Home Office approach, the figures for all the PSA target 2 indicators exclude ‘don’t knows’ and ‘refusals’.</p> <p>In addition confidence will be supported by measuring the proportion of crimes which are brought to justice, and this will be reported annually in the Departmental Report.</p>
<p>Target 3</p> <p>The Northern Ireland Office, working in conjunction with other agencies, will-</p> <ul style="list-style-type: none"> ■ reduce domestic burglary by 2% by April 2005 and by 15% by April 2007 ■ reduce theft of and from vehicles by 6% by April 2005 and by 10% by April 2007 and 	<p>The recorded crime statistics for 2001/02, published by the Police Service of Northern Ireland in June 2002, have provided the following baseline results for the crime reduction targets. During 2001/02, there were:-</p> <ul style="list-style-type: none"> ■ 9,064 domestic burglaries (including 93 aggravated offences); ■ 15,589 offences of theft from a vehicle (including attempts) or substantive theft or unauthorised taking of a vehicle; <p>Achievement of the crime rate reductions for 2007 will be measured against 2006/07 data when available.</p> <p>Recorded crime is a National Statistics output, which is collated and validated by statisticians outposted to PSNI from the Northern Ireland Statistics and Research Agency. The data are collected in accordance with Home Office counting rules and relate to the principal notifiable offence committed (the most serious recordable offence). They are designed to count the number of victims of these offences. They do not include summary (non-recordable) offences, such as those relating to motoring offences. Nor do they include crimes not reported to nor recorded by the police. While the offences selected have been largely unaffected by the recording changes in recent years, they could be susceptible to fluctuations in reporting behaviour. The Home Office counting rules provide the most authoritative technical notes on recorded crime.</p>

PSA Target	Technical Notes
<p>Target 3 continued.</p> <ul style="list-style-type: none"> ■ by April 2008, reduce the rate of reconviction by 5% compared to the predicted rate. 	<p>The system for measuring reconviction rates has been developed by Northern Ireland Statistics and Research Agency statisticians outposted to NIO. A Reconviction Rate is defined as the percentage of offenders who were reconvicted, for any offence, within two years from the date of their non-custodial disposal or discharge from custody into the community. A database has been generated which provides baseline information on reconviction rates for the periods 1998, 1999 and 2000. A predictor model has been developed based on this information and the best practice evidence based approach originally developed by the Home Office but being refined to be Northern Ireland specific. This model will be available in the autumn of 2004 and will allow the generation of a predicted reconviction rate taking into account all those factors that affect the likelihood of reconviction for all offenders. Data for offenders released from custody or given a non-custodial sentence in 2005 will be used to calculate a predicted reconviction rate for that cohort. The observed two-year reconviction rate for this 2005 cohort should be available by April 2008. The predicted and observed rates will be used to measure the performance of this target.</p>
<p>Target 4</p> <p>Ensure that the annual cost per prisoner place in Northern Ireland falls to £82,500 by 2007/08 with interim targets of £86,290 for 2005/06 and £85,250 for 2006/07.</p>	<p>The cost per prisoner place (CPPP) target is calculated by dividing the operating costs, measured in resource terms, by the average total available number of prisoner places (not the average number of prisoners) defined as Certified Normal Accommodation. This achieves consistency with the method of calculation used in Great Britain [as defined in HM Prison Service Order No: 1900].</p> <p>To maintain comparability with Great Britain, specific items of expenditure unique to the Northern Ireland Prison Service may be excluded from the cost per prisoner place calculation. These items will be agreed with HM Treasury.</p> <p>The method of determining Certified Normal Accommodation will also be based on the methodology used in Great Britain. Annual cost per prisoner place targets will be published in the Northern Ireland Prison Service Corporate and Business Plan and on the NIO web site.</p>

The background of the page is an abstract composition of overlapping, semi-transparent geometric shapes in various shades of teal, blue, and purple. These shapes, which include rectangles and trapezoids, are arranged in a way that creates a sense of depth and movement, resembling a stylized architectural or mechanical structure. The overall effect is a modern, layered aesthetic.

APPENDIX C

Summary Table for SR2004 PSA

Aim: To secure a lasting peace in Northern Ireland, based on the Good Friday Agreement, in which the rights and identities of all traditions in Northern Ireland are fully respected and safeguarded and in which a safe, stable, just, open and tolerant society can thrive and prosper.		
Objective	PSA Targets in support of objectives	Progress in achieving PSA Targets (as at 31 March 2008)
1. To support the devolved institutions, in Northern Ireland when devolution returns and encourage further political development through positive and constructive relations with the Assembly and Executive and the Irish Government and effective contributions to the British-Irish Council and British-Irish Intergovernmental Conference.	No specific target.	<p>The Northern Ireland Assembly was restored on 8 May 2007. Following restoration, a new Executive was formed and new Ministers all swore a pledge of office to promote the interests of the whole community. In January 2008 the Assembly endorsed the Executive's Programme for Government and budget. In anticipation of devolution of policing and justice, an extensive programme of work has been largely completed, and will be updated in the coming months to ensure that the transfer can be effected with a minimum of delay, once agreement is reached. The Assembly report on the devolution of policing and justice, published on 25 March 2008, is an important step towards this.</p> <p>In June 2007 the Government established a Consultative Group on the Past to consult with the Northern Ireland community about how to approach the legacy of the past.</p> <p>Several pieces of secondary legislation have been introduced to build on earlier electoral reforms.</p>
2. To build and sustain confidence in the effectiveness and efficiency of the police service and police oversight and accountability arrangements in Northern Ireland.	<p>Target 1</p> <p>Increase confidence in the police throughout all parts of the community in Northern Ireland by 3% by April 2008, to be measured by a composite suite of measures on public views on the fairness and effectiveness of the police and policing arrangements.</p> <p>In addition</p> <p>Increase the Catholic representation in the police service to 30% by December 2010 as proposed by Patten with an interim target of 23.5% by March 2008.</p>	<p>Levels of public confidence in the police generally have increased throughout the year - a tribute to the good work of all those involved in the delivery of policing services including the PSNI, the Policing Board, the Police Ombudsman and the District Policing Partnerships. Latest available figures from the Northern Ireland Crime Survey (covering the period January 2007 to December 2007) show that against seven key indicators, there is an average of 79% of those surveyed who have confidence in policing arrangements in Northern Ireland. This represents an increase of 4% points on the previous year and exceeds the PSA target which was to increase confidence by 3% from a baseline of 73%.</p> <p>The Government has achieved its latest PSA interim target of 23.5% Catholic representation among regular officers in the PSNI by March 2008. As of 20 March 2008 the percentage of Catholic officers in the regular service stands at 23.92%.</p>
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.	<p>Target 2</p> <p>Increase confidence in the criminal justice system throughout all parts of the community in Northern Ireland by 3% by April 2008 to be measured by a composite suite of measures on public views on the fairness and effectiveness of the criminal justice system.</p>	<p>The statistics show that the Department has increased public confidence by 5 percentage points over the SR2004 period, two percentage points above the PSA target of 42%. The Department will make every effort to maintain this positive increase and if possible to increase confidence further.</p> <p>NIO had undertaken to publish details of the number of recorded crimes being brought to justice, either through conviction, caution or offences being taken into consideration. Unfortunately, as this information is presently not available centrally, the production of such a measure is not yet possible.</p>

Objective	PSA Targets in support of objectives	Progress in achieving PSA Targets (as at 31 March 2008)																																																
4. To uphold and maintain the rule of law by developing and maintaining a policy, legislative and strategic framework, that takes account of the need to secure justice and the rights of the individual, that provides for a sufficient counter-terrorist capability and seeks to minimise the potential for, and causes and effects of, public order disturbances and community strife.	No specific target.	<table border="1"> <thead> <tr> <th>Major Security Incidents</th> <th>April 2004 – Feb 2007</th> <th>April 2005 – Feb 2008</th> </tr> </thead> <tbody> <tr> <td>Deaths¹</td> <td>12</td> <td>11</td> </tr> <tr> <td>Shooting Incidents²</td> <td>373</td> <td>252</td> </tr> <tr> <td>Bombings/Explosions³</td> <td>96</td> <td>84</td> </tr> <tr> <td>Bombings/Defusings³</td> <td>87</td> <td>70</td> </tr> <tr> <td>Total</td> <td>568</td> <td>417</td> </tr> </tbody> </table> <p>Note</p> <ol style="list-style-type: none"> Includes all deaths due to the security situation. The following types of incidents are included: <ul style="list-style-type: none"> Shots fired by terrorists Shots fired by the security forces Paramilitary-style attacks involving shootings Shots heard (and later confirmed) Other violent incidents where shots are fired (e.g. armed robbery) An individual bombing incident may involve one or more explosive devices. Incidents recorded include explosions and defusings. Incidents involving hoax devices, petrol bombings or incendiaries are excluded. <table border="1"> <thead> <tr> <th>Public Order Incidents⁴</th> <th>April 2004 – Feb 2007</th> <th>April 2005 – Feb 2008</th> </tr> </thead> <tbody> <tr> <td>Petrol Bombing Incidents</td> <td>965</td> <td>946</td> </tr> <tr> <td>Street Disorders</td> <td>10,838</td> <td>8,797</td> </tr> <tr> <td>Hijackings (incl. attempts)</td> <td>457</td> <td>404</td> </tr> <tr> <td>Other</td> <td>1,079</td> <td>899</td> </tr> <tr> <td>Total</td> <td>13,339</td> <td>11,046</td> </tr> </tbody> </table> <p>4. Central Statistics Unit stopped collating these incidents from the 1st October 2007.</p> <table border="1"> <thead> <tr> <th>Serious Violence against the Person</th> <th>April 2004 – Feb 2007</th> <th>April 2005 – Feb 2008</th> </tr> </thead> <tbody> <tr> <td>Paramilitary Shootings⁵</td> <td>195</td> <td>107</td> </tr> <tr> <td>Paramilitary Assaults⁵</td> <td>234</td> <td>162</td> </tr> <tr> <td>Total</td> <td>429</td> <td>269</td> </tr> </tbody> </table> <p>5 Casualties as a result of Paramilitary Style Attacks Note: 2007/08 Statistics are provisional and may be subject to minor amendment. Source: Central Statistics Unit, Police Service of Northern Ireland, Lisnasharragh.</p>	Major Security Incidents	April 2004 – Feb 2007	April 2005 – Feb 2008	Deaths ¹	12	11	Shooting Incidents ²	373	252	Bombings/Explosions ³	96	84	Bombings/Defusings ³	87	70	Total	568	417	Public Order Incidents ⁴	April 2004 – Feb 2007	April 2005 – Feb 2008	Petrol Bombing Incidents	965	946	Street Disorders	10,838	8,797	Hijackings (incl. attempts)	457	404	Other	1,079	899	Total	13,339	11,046	Serious Violence against the Person	April 2004 – Feb 2007	April 2005 – Feb 2008	Paramilitary Shootings ⁵	195	107	Paramilitary Assaults ⁵	234	162	Total	429	269
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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.	<p>Target 3</p> <p>The Northern Ireland Office, working in conjunction with other agencies, will:</p> <ul style="list-style-type: none"> reduce domestic burglary by 2% by April 2005 and by 15% by April 2007; reduce theft of and from vehicles by 6% by April 2005 and by 10% by April 2007; and 	<p>During 2007/08 the Community Safety Unit, in partnership with other organisations, implemented further crime reduction information campaigns to tackle vehicle crime and domestic burglary. The key priority was to raise public awareness and, in relation to domestic burglary, to encourage householders through the launch of a website - www.howsecureismyhome.com - to take simple, inexpensive and effective measures to protect their home. By the end of 2006/07 domestic burglary had fallen by 25%.</p> <p>The vehicle crime figures for 2006/07 were down by 53% when compared to the baseline year. A number of projects continued during 2007/08 including Operation Clean Up and a media campaign on Theft from Vehicles targeting vehicle satellite navigation systems.</p>																																																

Objective	PSA Targets in support of objectives	Progress in achieving PSA Targets (as at 31 March 2007)
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	<ul style="list-style-type: none"> ■ by April 2008, reduce the rate of reconviction by 5% compared to the predicted rate. 	The results of the 2004 offender cohort (published in February 2008) shows a 15.3% reduction in the reconviction rate against a predicted level for the group.
7. To ensure a cost effective prison service.	<p>Target 4</p> <p>Ensure that the annual cost per prisoner place in Northern Ireland falls to £82,500 by 2007/08 with interim targets of £86,290 for 2005/06 and £85,250 for 2006/07.</p>	At the time of publication of this report the outturn figure for the CPPP has not been verified and audited.

The background of the page is an abstract composition of overlapping, semi-transparent geometric shapes in shades of teal, purple, and blue. The shapes are layered, creating a sense of depth and movement. The overall aesthetic is modern and clean. The text 'APPENDIX D' is centered in the upper half of the page.

APPENDIX D

CSR07 Departmental Strategic Objectives, Public Service Agreements and Key Performance Indicators 2008 - 2011

DEPARTMENTAL STRATEGIC OBJECTIVES (DSOs)	DSO 1	DSO 2 (Contributes to PSA 2)	DSO 3 and PSA 1 (Contributes to PSA 2)	DSO 4 and PSA 2	DSO 5
PUBLIC SERVICE AGREEMENTS (PSAs)	To support a stable devolved government in Northern Ireland with responsibility for policing and justice, and a society reconciled with its past	To manage offenders securely, safely and humanely.	To deliver an independent, fair and effective criminal justice system which supports and protects the community.	To work with PSNI and other policing partners to deliver effective and accountable policing services that can secure the confidence of the whole community.	To deliver Value for Money savings and to live within annual available funding.
			PSA 1 JUSTICE FOR ALL The public of Northern Ireland have confidence that the criminal justice system is delivering effective and timely justice for everyone.	PSA 2 SAFER COMMUNITIES Northern Ireland will be a safer place to live.	
LEAD DIRECTORATE	POLITICAL	PRISON SERVICE	CRIMINAL JUSTICE	POLICING AND SECURITY	CENTRAL SERVICES

CROSS DEPARTMENTAL KEY PERFORMANCE INDICATORS (KPIs)	RE-OFFENDING	COMMUNITY SAFETY	CONFIDENCE
Delivering regimes and reducing re-offending.	Levels of overall re-offending. Levels of serious re-offending.	A reduction in the impact of organised crime Levels of more serious violent crime.	Confidence in policing.

DIRECTORATE KEY PERFORMANCE INDICATORS (KPIs)	Secure custody.	Time taken to trial in Crown Magistrate's and Youth Court cases.	Strategic vision for policing.
An approach to the past capable of commanding cross community support.			
Stable and continuous operation of the Belfast (Good Friday) Agreement.	Safety and prisoner health.	Improved range of options for the Judiciary (Sentencing review).	Revised policing structure and numbers.
Devolution of policing and justice.	Developing the Service and its staff. Business improvement.		A more representative police service. Parading/Public Order Strategy implemented.
			Deliver savings from the eight VFM reviews and other VFM savings to total £236m over the CSR period.

KEY

- DSO 1 and associated KPIs
- DSO 2 and associated KPIs
- DSO 3 and associated KPIs
- DSO 4 and associated KPIs
- DSO 5 and associated KPIs

Cross Departmental KPIs

- Joint Justice for All PSA and DSO 3 KPIs
- Joint Safer Communities and DSOs 2, 3 and 4 KPIs

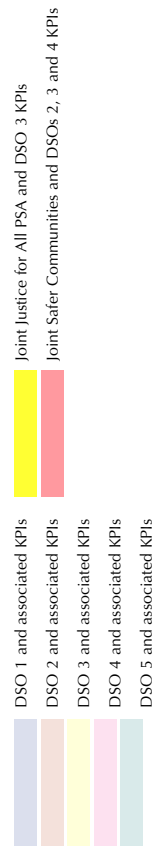
Notes In the CSR07 framework DSOs and PSAs sit alongside each other. DSOs represent the NIO's strategic priorities for the CSR07 period. PSA outcomes represent a priority sub-set of government priorities for the same period.

CSR07 DSOs, PSAs, Indicators and Priority Actions 2008 - 2011

<p>DSO 1: A stable devolved government in Northern Ireland with responsibility for policing and justice, and a society reconciled with its past.</p>	
<p>Indicators</p> <ul style="list-style-type: none"> Devolution of policing and justice An approach to the past capable of commanding cross-community support Stable and continuous operation of the Belfast (Good Friday) Agreement 	<p>Priority Actions</p> <ul style="list-style-type: none"> Necessary arrangements in place by May 2008 to enable the devolution of policing and justice. Report of the Consultative Group on the Past to be completed in summer 2008. Continued effective operation of all institutions.
<p>DSO 2: To manage offenders securely, safely and humanely (Contributes to PSA 2)</p>	
<p>Indicators</p> <ul style="list-style-type: none"> Delivering regimes and reducing reoffending Secure custody Safety and prisoner Health Business improvement 	<p>Priority Actions</p> <ul style="list-style-type: none"> To ensure that 87% of prisoners serving six months or more are working to a resettlement plan and that 97% of lifers work to a life sentence plan, including preparation of the plan within the first six months of sentence; An average of at least 20 hours constructive activity per week for each sentenced prisoner; An average of at least 10 hours constructive activity per week for each remand prisoner. No escapes for Category A risk prisoners and no more than 3 escapes per 1000 Category B, C or D risk prisoners. The number of staff assaulted by prisoners is less than a ratio of 3 per 100 prisoners; and the number of prisoners assaulted by prisoners is less than a ratio of 4 per 100 prisoners. Ensure that the average cost per prisoner place does not exceed £81,500 in 2008/09, £78,750 in 2009/10 and £76,500 in 2010/11.
<p>PSA 1 JUSTICE FOR ALL and DSO 3: To deliver an independent, fair and effective criminal justice system which supports and protects the community. (Contributes to PSA 2)</p>	
<p>Indicators</p> <ul style="list-style-type: none"> Confidence in the fairness and effectiveness of the criminal justice system Victim and witness satisfaction Reduced 'Time to Trial' for criminal cases brought to the Courts Levels of re-offending Levels of anti-social behaviour incidents Monitor acquisitive crimes Improved range of options for the Judiciary (Sentencing review) 	<p>Priority Actions</p> <ul style="list-style-type: none"> To increase public confidence in the fairness and effectiveness of the criminal justice system by March 2011. To increase victim and witness satisfaction with the criminal justice system by March 2011. For criminal cases to be tried in the Crown Court to meet the following standards, on average: <ul style="list-style-type: none"> - Charge to Decision to Prosecute: 140 days; - For criminal cases to be tried in the Magistrates' Court to meet the following standards on average: <ul style="list-style-type: none"> - Charge Cases (Charge to Decision to Prosecute): 54 days; - Summons Cases (Report to First Appearance): 146 days; - For criminal cases in the Youth Court to meet the following standards, on average: <ul style="list-style-type: none"> - Charge Cases (Charge to Decision to Prosecute): 35 days; - Summons Cases (Report to First Appearance): 132 days. To reduce overall re-offending rates by March 2011. To reduce serious re-offending by March 2011. To reduce the number of recorded anti-social behaviour incidents by 15% by March 2011; Work in partnership with lead Agencies in addressing most serious violent crime, including sexual assaults. Maintain acquisitive crimes e.g. domestic burglary and theft of and from vehicles at current reduced levels. To implement a range of sentencing provisions developed out of the Sentencing Framework Review, subject to Ministerial policy priorities and available resources.

<p>PSA 2 SAFER COMMUNITIES and DSO 4: To work with PSNI and other policing partners to deliver effective and accountable policing services that can secure the confidence of the whole community.</p>	
<p>Indicators</p> <ul style="list-style-type: none"> A reduction in the impact of organised crime Level of more serious violent crime Increased public confidence in policing A strategic vision for policing Revised policing structures and numbers A more representative police service Parading/Public Order Strategy implemented 	<p>Priority Actions</p> <ul style="list-style-type: none"> By March 2009 to have created a baseline and methodology to measure the harm caused by organised crime in Northern Ireland; By March 2010 to set a target for the reduction of harm caused by organised crime in 2010/11; By June 2008 to have produced a Northern Ireland Assets Recovery Action Plan for 2008/09 – 2010/11; By 2009/10 to increase recovery of criminal assets by £7.5 m – cross refers to Home Office delivery chain on Asset Recovery). To reduce level of more serious violent crime by March 2011. To maintain increased progress on annual targets based on a composite measure demonstrating public confidence in policing. To agree a strategic vision for policing with PSNI and Policing Board by June 2008. To review the strategic vision for policing by end June 2010. To carry out in 2009/10 a further vfm review of police numbers in preparation for SR2009; and by 2011 to have revised police structures in place in accordance with the timetable for implementation of RPA. To achieve the Patten composition target of 30% Catholic officers by March 2011. By December of each year 2008/2009/2010 agree the military support required under MACP(PO) for each of the following parade seasons 2009/2010/2011; To implement the agreed recommendations of the Strategic Review of Parading by end 2008.
<p>DSO 5: To deliver Value for Money savings and to live within annual available funding</p>	
<p>Indicators</p> <ul style="list-style-type: none"> Deliver savings from the eight VFM reviews of £199 m over the CSR07 period 	<p>Priority Actions</p> <ul style="list-style-type: none"> To deliver cash releasing savings as defined within each review – to be monitored by HM Treasury.

KEY





APPENDIX E

Summary of the NIO Departmental Investment Strategy (April 2005 to March 2008)

Introduction

The Northern Ireland Office's Departmental Investment Strategy (DIS) for the 2004 Spending Review (SR2004) period sets out the Department's capital investment plans for 2005/06 to 2007/08.

The DIS is set out in four sections:

1. A **summary** which sets out how the Department will use its capital investment to meet its objectives (set out in the Public Service Agreement (PSA)) and a review of the Department's performance during the 2002 Spending Review period.
2. A review of **asset management** including a description of the Department's forecast asset base as at 31 March 2007, plans for maintenance and replacement of the existing asset base and the Department's asset disposal strategy.
3. Details of the Department's **capital investment plans** for 2005/06 to 2007/08.
4. Review of the **systems and procedures** which support the efficient and effective management of investment programmes and ensure the Department's capacity to deliver.

The figures used in the DIS reflect the Department's capital planning undertaken for SR2004, updated where appropriate.

For the purpose of the DIS, the bodies within the NIO have been aggregated as follows:

- Core Department
- Police Service of Northern Ireland (PSNI)
- Northern Ireland Prison Service (NIPS)
- Other agencies and non-departmental public bodies, comprising:
 - Compensation Agency
 - Forensic Science Northern Ireland
 - Youth Justice Agency
 - Probation Board for Northern Ireland
 - Northern Ireland Policing Board
 - Northern Ireland Human Rights Commission
 - Office of the Police Ombudsman for Northern Ireland
 - Criminal Justice Inspectorate.

Overview

As at 31 March 2007, the largest capital element within the NIO vote was the Police Service of Northern Ireland, which accounted for 69% of the net book value of the existing capital base. Next largest was the Northern Ireland Prison Service which accounted for 24% of the net book value of the existing capital base. The remaining parts of the NIO accounted for 7% of the net book value of the existing capital base (excluding the net book value of Hillsborough Castle which is classified as a Heritage Asset).

The NIO's aim and objectives as set out in the PSA are:

Aim

To secure a lasting peace in Northern Ireland, based on the Good Friday Agreement, in which the rights and identities of all traditions in Northern Ireland are fully respected and safeguarded and in which a safe, stable, just, open and tolerant society can thrive and prosper.

Objective I

To support the devolved institutions in Northern Ireland when devolution returns and encourage further political development through positive and constructive relations with the Assembly and Executive and the Irish Government and effective contributions to the British-Irish Council and British-Irish Intergovernmental Conference.

Objective II

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

Objective III

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 IV

To uphold and maintain the rule of law by developing and maintaining a policy, legislative and strategic framework, that takes account of the need to secure justice and the rights of the individual, that provides for a sufficient counter-terrorist capability and seeks to minimise the potential for, and causes and effects of, public order disturbances and community strife.

Objective V

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 VI

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 VII

To ensure a cost effective prison service.

The NIO's investment strategy for SR2004 seeks to support the Department's aims and objectives.

Capital Strategy

Policing

The Department will continue to support implementation of the Patten recommendations by providing resources to progress the long-term action plan for the modernisation of the police service. This will tackle the maintenance backlog in the police estate, continue with the refurbishment programme of police stations, make improvements to the information technology and data communications infrastructure and provide a new fleet of modern police vehicles.

Estates: This capital investment is required to progress the major works programme contained within the PSNI's five year estate strategy published in March 2005 and endorsed by the Northern Ireland Policing Board. This level of funding will allow the commencement and continuation of construction of new DCU Headquarters, extension and refurbishment of the PACE custody facilities and the continuation of a range of planned enhancements to the estate.

IT and communications: Telecommunications expenditure will include fixed radio equipment and the ongoing provision of radio security equipment. Investment will also be made in new systems for the investigation of serious crimes.

Prisons

The Northern Ireland Prison Service's commitment to a Strategic Development Programme signals a new approach to reforming and improving the delivery of public services within the Service. It provides a platform for strategy and value-for-money investment decisions in relation to accommodation, facilities and services. The estate strategy is an important component in that programme and offers a clear vision for the future development of the estate over the next 10 years and beyond.

This includes proposals to address the outdated facilities at Magilligan as well as upgrades to existing sites and the provision of contingency accommodation to house the rising population.

During 2007/08 building commenced on new accommodation modelled around the 'ready to use' model utilised in England & Wales. This will provide standard accommodation that in the short-term will act as overspill for the rising population whilst larger permanent blocks are designed and constructed. It will also offer acceptable long-term contingency accommodation to allow the opportunity for some existing accommodation within the estate to be upgraded or refurbished over the coming years. However the new accommodation will be the best that NIPS has available currently when they come on stream in 2008-09.

Refurbishment work has also continued to install in-cell sanitation across the whole of the Hydebank site. A programme of works to provide greater numbers of modern safer cells (specialist anti-ligature fittings, windows and furnishings) through the refurbishment of designated positions across the whole estate continues. This has seen dedicated investment in recent times to minimise the opportunity for self-harm.

In December 2007 Prisons' Minister Paul Goggins announced a comprehensive plan for the provision of prison places in Northern Ireland over the next ten years for the adult male estate. HMP Magilligan is to be redeveloped on a phased basis as a maximum 800 bed facility for sentenced prisoners. Planning is to begin as soon as possible with construction due to commence in 2011/12. At this early stage it is anticipated that overall costs will be in the region of £200m. The Minister further announced that additional accommodation to meet continuing population needs would be provided at

Maghaberry Prison with the development of Mourne House as a 300 bed facility by 2011. This work is already under way.

The Minister has also commissioned the Prison Service to look at development of a holistic strategy for the management of women. This work will include the exemplar design of a purpose built facility for women in line with recommendations from external inspections including HMCIP.

Other areas

Ongoing investment in the Causeway Programme (which encompasses six criminal justice organisations) will deliver continuing benefits through the improved sharing of information among agencies within the criminal justice system. A new juvenile justice centre was completed in January 2007 and a new mortuary is nearing completion. Plans for new forensic science accommodation continue to be developed.

Looking ahead – CSR07

An Asset Management Strategy (AMS) covering the period April 2008 to March 2011 is available on the NIO website. The AMS includes a survey of the Department's asset base together with asset disposal plans and forward investment plans over the CSR07 period.

Table 2: The Scale of the Capital Base and the Assets Involved in Delivery

Area	Assets at Net Book Value (£000's)
Police Service of Northern Ireland	508,087
Northern Ireland Prison Service	177,925
Other areas of the Northern Ireland Office	54,594 *
Total	740,606

Source: SR2004 submission
* Does not include the value of Hillsborough Castle

Table 1: Total Public Sector Gross Capital Expenditure by Objective: 2005/06 to 2007/08

Objective Breakdown	Expenditure (£000's)		
	2005/6	2006/7	2007/8
Police Service of Northern Ireland Objectives II and IV	34,600	33,224	34,447
Northern Ireland Prison Service Objectives VI and VII	9,741	18,786	19,388
Other areas of the Northern Ireland Office Objectives I, III and V	21,007	19,918	18,093
Total	65,348	71,928	71,928

The background of the page is an abstract composition of overlapping, semi-transparent geometric shapes in various shades of teal, blue, and purple. These shapes create a sense of depth and movement, resembling architectural elements or a stylized landscape. The overall color palette is cool and modern.

APPENDIX F

Planning and Management of Resources in the Northern Ireland Office

Planning

The 2007/08 financial year marked the final year of the Department's 2004 Spending Review settlement. In October 2007, HM Treasury announced the 2007 Comprehensive Spending Review settlements which provided the NIO's funding for the financial years 2008/09 to 2010/11.

Reporting Performance

Performance against the PSA targets is reported on biannually in the Autumn Performance Report and in the Departmental Report. These documents can be found on the NIO web site.

Management and Control of Resources

Departmental Expenditure Limits

Departmental spending is governed under firm limits (Departmental Expenditure Limits, or DELs) which guarantee funding for the whole of the three year period, instead of just one year. Resource DEL includes administration and programme expenditure, with a separate DEL for capital expenditure.

This system contains flexibilities to allow departments to reprioritise their expenditure in ways that will enable them to meet their objectives more effectively, for example the End-Year Flexibility (EYF) system normally enables departments to carry over 100% of unspent resources into the next financial year.

Annually Managed Expenditure

Certain forms of volatile or demand-led expenditure cannot be managed in the same way as DEL. For the NIO, this only includes expenditure on police pensions. This spending is known as Annually Managed Expenditure (AME) and is typically controlled within annual budgets. Policies impacting on the level of AME

are only contemplated where it is clear that these can be financed by a fair and efficient tax system. Together, DEL and AME make up Total Managed Expenditure (TME).

Accounting and Budgeting for Capital Spending

Special treatment is required for the management of capital spending to ensure that investment in capital for the future is not reduced to fund short-term pressures in current funding. Within the DEL, there are separate budgets for administration and programme expenditure (referred to as "resource" in total) and capital expenditure. The capital budget is ring-fenced i.e. available only to be used for capital spending, but there is freedom to transfer resource spending to longer-term capital projects.

Techniques for Improving the Management of Income, Expenditure and Assets

The NIO operates Resource Accounting and Budgeting (RAB) which uses the concept of accruals accounting. This offers many advantages, but perhaps the most significant benefit of accruals accounting is that it fosters a greater awareness of the cost of assets and enhances the Department's capacity to manage its existing assets base more efficiently and effectively.

Financial Reporting

The NIO's Resource Accounts are the main financial reports of the Department. For the 2007/08 year these are due to be laid before Parliament in July 2008, in line with HM Treasury's faster closing deadlines. They comprise the following schedules:

Statement of Parliamentary Supply

- This includes the Summary of Resource Outturn, Net Cash Requirement and Summary of Income Payable to the Consolidated Fund and compares actual expenditure and income with the resources voted by Parliament in the Estimate.

Operating Cost Statement, Statement of Recognised Gains and Losses, Balance Sheet and Cash Flow Statement

- These statements record the financial activity during the year.

Consolidated Statement of Operating Costs by Departmental Aims and Objectives

- This shows resources grouped in terms of the NIO's overall objectives as defined in the Public Service Agreement.

Chart 1 at the end of this Appendix illustrates the main elements of the public expenditure process and their relationship to each other.

Planning and Management of Resources: A Glossary of Terms and Concepts

Accruals Accounting: financial statements may be compiled on one of two bases, cash or accruals. In cash accounting, only monies paid and received in the period are brought to account. No attempt is made to match expenditure incurred in the period with revenue earned (or output achieved). Under accruals accounting, costs and revenue are recognised as they are respectively incurred and earned, and dealt with in the period to which they relate. In addition, the accruals system recognises assets held and liabilities outstanding at the end of the financial period. These are disclosed in a balance sheet (see also **Assets, Balance Sheet, Liabilities, Resource Accounting and Budgeting**).

Administration Costs: these lie within Departmental Expenditure Limits. They cover departments' current expenditure on staff, accommodation and equipment used in the administration of central government and the direct delivery of services by departments and their agencies. In practice, the main items of administration costs are:

- (a) *civil service staff costs*, wages and salaries, social security costs and superannuation costs;
- (b) *other employee-related costs*, including those for training, travel and subsistence;
- (c) *current expenditure on accommodation*, including rent, rates and maintenance;
- (d) *current expenditure on office services*, including stationery, postage, telecommunications and computer maintenance;

- (e) *comparable contracted-out services*, and consultants' fees where these relate to activities otherwise covered by administration cost controls or ordinarily performed by civil servants;
- (f) *depreciation and cost of capital charges* on fixed assets held for the purpose of managing the delivery of services;
- (g) *cost of capital charges on working capital* related to managing the delivery of services; and
- (h) *other non-cash items* such as auditors' remuneration and expenses, loss or gain on disposal of fixed assets held for administration purposes, and provisions for early departure costs (see also **Programme Costs**).

Annually Managed Expenditure: this is spending included in Total Managed Expenditure, which does not fall within Departmental Expenditure Limits. Expenditure in AME is generally less predictable and controllable than expenditure in DEL (see also **Departmental Expenditure Limits, Total Managed Expenditure**).

Assets: anything of value owned or controlled by an organisation as a result of past transactions or events. Assets may be current or fixed (see also **Liabilities**).

Examples of Current Assets:

- Stocks (for example raw materials, work-in-progress)
- Debtors and prepayments
- Cash at bank or in hand.

Examples of Fixed Assets:

- Tangible: Land, buildings, plant and machinery, vehicles, furniture, computers
- Intangible: Computer software.

Balance Sheet: a statement of organisational wealth (assets less liabilities) at a point in time (see also **Assets, Liabilities**).

Control Total: the measure used by the government to plan public expenditure for the medium term, and monitor and control it within each financial year.

Cost of Capital (interest): a charge set by HM Treasury to ensure an appropriate return on taxpayers' equity.

Creditors: suppliers or others to whom the organisation owes money (see also **Debtors**).

Debtors: customers or others who owe money to the organisation (see also **Creditors**).

Departmental Expenditure Limits: expenditure which departments can control overall, though some elements may be demand-led (see also **Administration Costs, Annually Managed Expenditure, Total Managed Expenditure**).

Depreciation: a measure of the fall in value of a fixed asset as a result of use, physical deterioration, obsolescence or the passage of time.

End-Year Flexibility: a mechanism to allow unspent provision in the Departmental Expenditure Limit in one year to be carried forward to the next to encourage good financial management.

Estimate: a statement of how much money the Government needs in the coming financial year, and for what purpose(s), through which Parliamentary authority is sought for the planned level of expenditure and receipts.

Grant: payments made by departments to outside bodies to reimburse expenditure on agreed items or functions.

Grant-in-aid: regular payments made by departments to outside bodies (usually non departmental public bodies) to finance expenditure on agreed items or functions.

Liabilities: the obligation to confer future economic benefit as a result of past transactions or events. May be *long-term* (e.g. provisions for the costs of early retirement) or *current* (e.g. creditors and accruals) (see also **Assets**).

Notional Items of Expenditure: expenditure which does not involve an actual cash transaction but which must be reflected in the accounts to show the full cost of a body's activities.

Prepayments: expenditure on goods and services for future benefit, which is to be charged to the cost of future operations.

Programme Costs: all of the non-administration costs of the department, including grants and direct programme expenditure. Elements of cost will include depreciation on assets and the cost of capital charge for assets and liabilities in respect of programme expenditure (see also **Administration Costs**).

Public Service Agreement, PSA: a plan setting out what the department will deliver, in the form of measurable targets, over the public expenditure review period, in return for its agreed spending. **PSAs** set for each department explicit aims, objectives and targets to be achieved in return for funding provided in the respective spending reviews.

Request for Resources (RfR): the functional level into which departmental estimates may be split. RfRs contain a number of functions being carried out by the department in pursuit of one or more of that department's objectives.

Resource Accounts: these are accruals-based accounts for government departments. They comprise:

- **Statement of Parliamentary Supply** – compares actual costs and cash to estimate

- **Operating Cost Statement** – administrative and programme costs, less income

- **Balance Sheet** – with assets and liabilities

- **Cash Flow Statement** – net cash spent to run the department and to buy capital items

- **Consolidated Statement of Operating Costs by Departmental Aims and Objectives** – analysis of costs by each of the department's objectives

- **Notes** – analysis and more detail, including accounting assumptions.

Resource Accounting: a method of recording expenditure as it is incurred, and income as it is earned, during an accounting period.

Resource Accounting and Budgeting: introduces generally accepted accounting practice (GAAP) into government accounting. The main changes are the adoption of accruals accounting for all departmental expenditure and the inclusion of depreciation and cost of capital charges in departmental budgets (see also **Accruals Accounting**).

Resource Budget: the means by which the government plans and controls the expenditure of resources to meet its objectives.

Resource Estimates: these are the government's formal request to Parliament for finance for most central government expenditure. Each department normally has one estimate, broken down by 'Requests for Resources'.

Spending Review: this sets DEL and plans AME for the following three years.

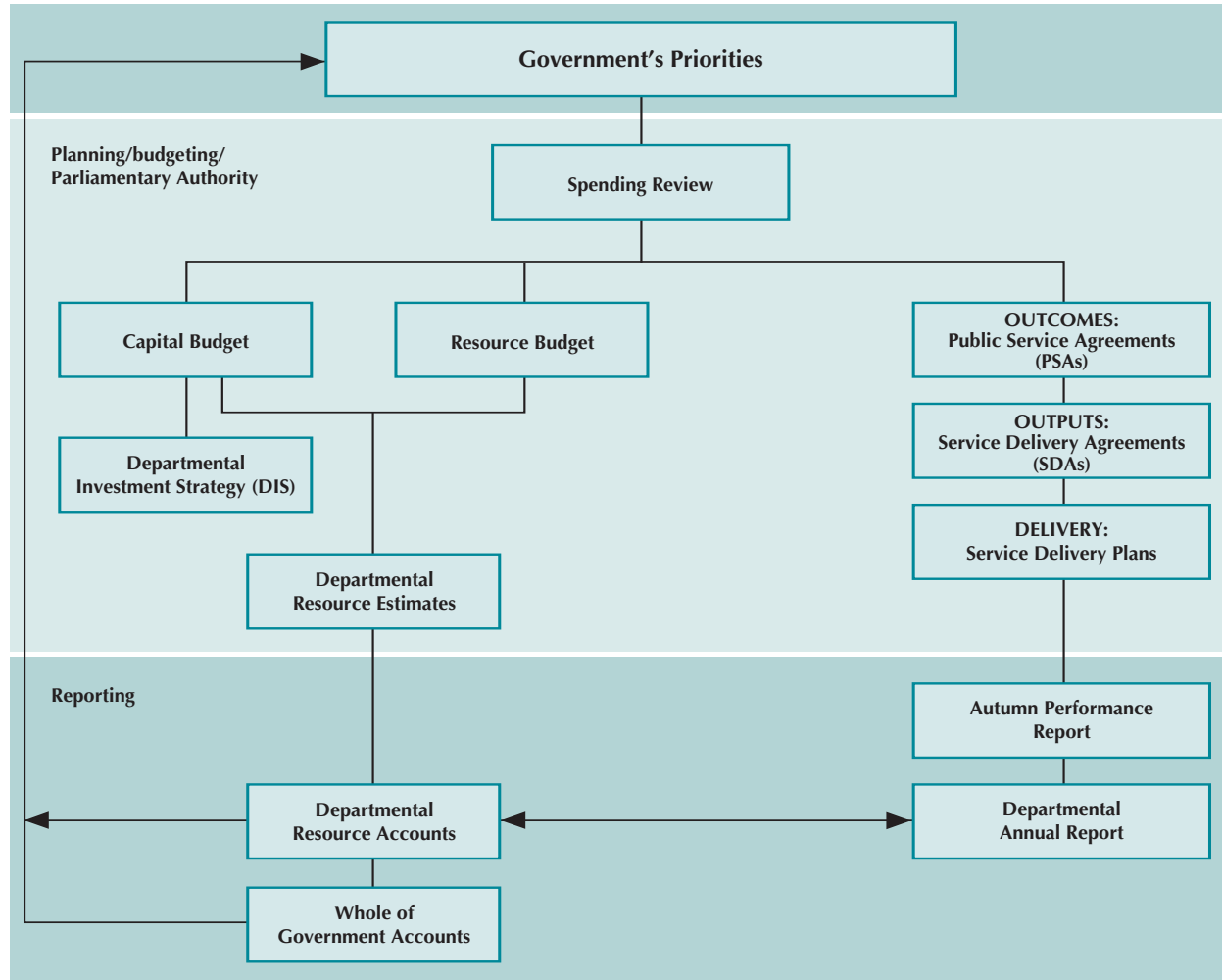
Subhead: individual elements of departmental expenditure identifiable in Estimates as single items.

Technical Note: explains how the performance targets set out in the **PSA** will be measured.

Total Managed Expenditure: a Treasury budgeting term which covers all current and capital spending carried out by the public sector (see also **Annually Managed Expenditure, Departmental Expenditure Limits**).

Vote: refers to the process by which Parliament approves funds in response to Resource Estimates.

Chart 1 - Main Elements of Public Expenditure Process



The background of the page is an abstract composition of overlapping, semi-transparent geometric shapes in various shades of teal, blue, and purple. These shapes, which include rectangles, trapezoids, and curved forms, are arranged in a way that creates a sense of depth and movement. The overall effect is a modern, layered aesthetic. The text 'APPENDIX G' is centered in the upper portion of this graphic area.

APPENDIX G

Core Funding Tables

Table 1 – NIO Public Spending

Table 2 – NIO Resource Budget

Table 3 – NIO Capital Budget

Table 4 – (a-c) Grant to the Northern Ireland
Consolidated Fund 2006/07-2008/09

Table 5 – NIO Administration Costs

Table 6 – NIO Staffing Figures

Table 7 – Senior Civil Service Salaries

Table 1 - NIO Public Spending

	2002-03 Outturn	2003-04 Outturn	2004-05 Outturn	2005-06 Outturn	2006-07 Outturn	2007-08 Estimated Outturn	2008-09 Plans	2009-10 Plans	2010-11 Plans
Consumption of resources: Playing a full part in implementing the Good Friday Agreement and representing the interests of Northern Ireland in the United Kingdom Government; supporting and developing a sufficient, effective and responsive criminal justice system; upholding and sustaining the rule of law and preventing crime; and maintaining a secure and humane prison service and reducing the risk of re-offending									
Total resource budget	1,095,797	1,043,964	1,357,737	1,388,669	1,438,486	1,599,055	1,472,034	1,450,016	1,471,091
of which: resource DEL	1,095,797	1,043,964	1,149,527	1,176,389	1,224,494	1,362,613	1,206,822	1,172,330	1,180,563
of which: depreciation	56,378	40,627	43,954	47,584	59,357	59,726	94,750	98,678	99,833
Capital spending: Playing a full part in implementing the Good Friday Agreement and representing the interests of Northern Ireland in the United Kingdom Government; supporting and developing a sufficient, effective and responsive criminal justice system; upholding and sustaining the rule of law and preventing crime; and maintaining a secure and humane prison service and reducing the risk of re-offending									
Total capital budget:	53,422	49,748	70,758	59,048	69,429	8,544	71,903	71,903	71,903
of which: Capital DEL	53,422	49,748	70,758	59,048	69,429	8,544	71,903	71,903	71,903
Total public spending by NIO †	1,092,841	1,053,085	1,384,541	1,400,133	1,448,558	1,547,873	1,449,187	1,423,241	1,443,161

† Total departmental spending is the sum of the resource budget and the capital budget less depreciation. Similarly, total DEL is the sum of the resource budget DEL and capital budget DEL less depreciation in DEL.

Table 2 - Resource Budget for the Northern Ireland Office

	2002-03 Outturn	2003-04 Outturn	2004-05 Outturn	2005-06 Outturn	2006-07 Outturn	2007-08 Estimated Outturn	2008-09 Plans	2009-10 Plans	£ 000's 2010-11 Plans
Policing and security:	790,906	763,538	880,460	852,771	880,635	994,467	892,513	858,634	867,228
of which:									
Other policing and security costs	62,037	42,796	64,095	71,284	71,862	121,414	88,128	88,630	99,673
Direct Policing Costs ¹ .	671,733	692,410	771,642	723,835	758,941	803,178	758,475	763,584	737,505
Patten Report: severance costs	42,221	10,191	25,600	30,072	27,900	41,990	43,810	4,320	27,950
Patten Report: non-severance costs	14,915	18,141	19,123	27,580	21,932	27,885	2,100	2,100	2,100
Criminal Justice:	22,638	19,647	23,217	26,889	26,981	32,380	22,528	22,506	22,486
of which:									
Forensic Science	784	561	747	1,042	1,215	1,927	539	525	513
Criminal Justice ² .	21,854	19,086	22,470	25,847	25,766	30,453	21,989	21,981	21,973
Public Prosecution Service ³ .	14,315	19,339	22,619	25,135	34,626	36,174	31,450	31,450	31,449
Prisons ⁴ .	149,162	112,194	114,175	129,349	135,250	129,576	132,593	132,576	132,557
Compensation Agency ⁵ .	33,601	28,482	26,230	45,099	28,184	48,330	27,608	27,552	27,495
Bloody Sunday Inquiry ⁶ .	27,037	30,411	12,411	9,397	6,234	4,580	600	0	0
Youth Justice Agency ⁷ .	0	12,822	14,864	18,970	25,803	22,196	17,422	17,465	17,510
Other	58,138	57,531	55,551	68,779	86,781	94,910	82,108	82,147	81,838
Total resource budget DEL	1,095,797	1,043,964	1,149,527	1,176,389	1,224,494	1,362,613	1,206,822	1,172,330	1,180,563
Resource AME – Policing & Security ⁸ .	0	0	208,210	212,280	213,992	236,442	265,212	277,686	290,528
Total resource budget AME	0	0	208,210	212,280	213,992	236,442	265,212	277,686	290,528
Total resource budget	1,095,797	1,043,964	1,357,737	1,388,669	1,438,486	1,599,055	1,472,034	1,450,016	1,471,091

1. Budget increase in 2004/05 and 2007/08 due to increases in provisions for PSNI Full Time Reserve severance and Police Pension current service cost.

2. Budget increase in 2007/08 relates to funding of Community Safety and Crime Reduction projects and commencement of the NI Law Commission

3. Budget increase in 2006/07 as a result of the regional roll-out of the Public Prosecution Service.

4. Budget increase in 2006/07 onwards as a result of increased prisoner numbers.

5. Budget increase in 2005/06 and 2007/08 due to the value and pay-out timing of criminal damage claims.

6. Budget decrease in later years as Inquiry completes its work.

7. Budget increase in 2006/07 and 2007/08 relates to additional non-cash provisions.

8. AME provision relates to interest on scheme liabilities in relation to the Police Pension Scheme.

Table 3 - Capital Budget for the Northern Ireland Office

	2002-03 Outturn	2003-04 Outturn	2004-05 Outturn	2005-06 Outturn	2006-07 Estimated Outturn	2008-09 Outturn	2007-08 Plans	2009-10 Plans	2010-11 Plans
Policing and security:	35,276	28,756	46,636	38,425	37,408	39,612	42,005	43,131	33,980
of which:									
Other policing and security costs	77	-44	52	485	888	1,263	349	314	239
Direct Policing Costs ¹ .	20,511	16,930	32,084	28,040	33,920	27,631	41,656	42,817	33,741
Patten Report: non-severance costs	14,688	11,870	14,500	9,900	2,600	10,718	0	0	0
Criminal Justice:	702	1,042	2,416	1,853	15,307	7,630	9,461	2,222	3,153
of which:									
Forensic Science	276	288	846	578	313	1,524	2,347	472	555
Criminal Justice ² .	426	754	1,570	1,275	14,994	6,106	7,114	1,750	2,598
Public Prosecution Service.	321	1,240	186	721	744	1,281	270	310	270
Prisons ³.	13,280	14,637	11,902	10,301	13,427	20,885	13,510	19,220	27,500
Compensation Agency	582	205	630	529	30	255	150	60	70
Youth Justice Agency	0	1,959	623	6,981	334	250	200	200	200
Other ⁴.	3,261	1,909	8,365	238	2,179	-61,369	6,307	6,760	6,730
Total capital budget	53,422	49,748	70,758	59,048	69,429	8,544	71,903	71,903	71,903

1. Increase in 2004/05 largely relates to vehicle fleet and building enhancements; Patten capital is included in direct policing costs for future years.

2. Increase in 2006/07 budget relates to the completion of the Juvenile Justice Centre.

3. Increase in 2007/08 relates to expenditure on new accommodation blocks.

4. 2007/08 estimated outturn includes a large capital receipt due to the disposal of Juvenile Justice Centre land.

Table 4a¹ - Grant payable to the Northern Ireland Consolidated Fund 2006/07: Provision and Outturn

£million	Original Provision	Final Provision	Outturn
Departmental Expenditure Limit	8,064	8,367	7,882
Annually Managed Expenditure (inc Reg Rates)	7,547	11,206	11,123
RIR Borrowing	200	236	206
Total Managed Expenditure (DEL & AME)	15,811	19,809	19,211
Less Non Cash charges	-2,904	-7,090	-5,946
Less Non Voted (DEL & AME)	-3,665	-4,165	-2,808
Voted Other Expenditure outside DEL	1,543	1,649	-32
Accruals to Cash Adjustment			223
Adjustment for 2005/06 Prior Year			37
Adjustment for 2006/07 Prior Year			-110
Supply Expenditure	10,785	10,203	10,575
Interest Payable	126	116	116
District Council Rates	336	375	394
Miscellaneous	1	1	1
Loans repaid			136
Loans issued			19
Nicf closing balance			1
Total Expenditure	11,248	10,695	11,086
Income			
Add in RRI	200	236	215
District Council Rates	336	375	833
Regional Rates	506	506	
Interest Receivable	125	126	127
Nicf loans repaid			109
Internal departmental funds			29
Temporary investment			-22
Miscellaneous receipts	71	216	278
<i>Of which:</i>			
<i>NICF Balance</i>	0	85	0
<i>Continental Shelf</i>	0	2	3
<i>Central Receipts</i>	4	2	2
<i>Excess Accruing Resources</i>	37	33	31
<i>CFERS</i>	30	39	86
<i>EU CFERS</i>	0	55	156
Total Income	1,238	1,460	1,569
Grant payable to Northern Ireland Consolidated Fund	10,010	9,235	9,517

¹ Totals may not sum due to roundings

Table 4b² - Grant payable to the Northern Ireland Consolidated Fund 2007/08: Original and Final Provision

£million	Original Provision	Final Provision
Departmental Expenditure Limit	9,378	8,812
Annually Managed Expenditure (inc Reg Rates)	7,772	8,950
RIR Borrowing	200	200
Total Managed Expenditure (DEL & AME)	17,350	17,962
Less Voted Non Cash charges	-3,233	-4,055
Less Non Voted (DEL & AME)	-4,633	-5,045
Add Voted Other Expenditure outside DEL	1,654	2,231
Supply Expenditure	11,138	11,094
Interest Payable	126	116
District Council Rates	402	402
Miscellaneous	1	1
Total Expenditure	11,667	11,613
Income		
Add in RRI	200	200
District Council Rates	402	402
Regional Rates	544	544
Interest Receivable	125	121
Miscellaneous receipts	62	60
<i>Of which:</i>		
<i>NICF Balance</i>	0	0
<i>Continental Shelf</i>	0	0
<i>Central Receipts</i>	2	3
<i>Excess Accruing Resources</i>	30	16
<i>CFERS</i>	30	21
<i>EU CFERS</i>	0	20
Total Income	1,333	1,327
Grant payable to Northern Ireland Consolidated Fund	10,334	10,286
2 Totals may not sum due to roundings		

Table 4c³ - Grant payable to the Northern Ireland Consolidated Fund 2008/09

£million	2008/09
Departmental Expenditure Limit	8,872
Annually Managed Expenditure (inc Reg Rates)	9,369
RIR Borrowing	260
Total Managed Expenditure (DEL & AME)	18,501
Less Non Cash charges	-4,281
Less Non Voted (DEL & AME)	-5,229
Voted Other Expenditure outside DEL	2,134
Supply Expenditure	11,124
Interest Payable	126
District Council Rates	414
Miscellaneous	0
Total Expenditure	11,664
Income	
Add in RRI	260
District Council Rates	414
Regional Rates	525
Interest Receivable	125
Miscellaneous receipts	62
<i>Of which:</i>	
<i>NICF Balance</i>	0
<i>Continental Shelf</i>	0
<i>Central Receipts</i>	2
<i>Excess Accruing Resources</i>	30
<i>CFERS</i>	30
<i>EU CFERS</i>	0
Total Income	1,386
Grant payable to Northern Ireland Consolidated Fund	10,278
³ Totals may not sum due to roundings	

Table 5 - NIO Administration Costs

	2002-03 Outturn	2003-04 Outturn	2004-05 Outturn	2005-06 Outturn	2006-07 Outturn	2007-08 Estimated Outturn	2008-09 Plans	2009-10 Plans	2010-11 Plans
Administration Expenditure									
Paybill	49,542	41,248	45,503	47,550	47,510	45,360	49,289	47,398	45,563
Other	95,426	46,966	47,020	41,611	43,347	37,962	42,151	42,484	43,086
Total Administration Expenditure	144,968	88,214	92,523	89,161	90,857	83,322	91,440	89,882	88,649
Administration Income	-9,295	-10,039	-10,503	-11,604	-12,091	-13,082	-14,301	-14,588	-14,883
Total Administration Budget	135,673	78,175	82,020	77,557	78,766	70,240	77,139	75,294	73,766
Analysis by activity:									
Policing and security	4,566	4,924	4,593	6,341	6,818	5,122	5,883	5,589	5,302
Criminal Justice ²	9,735	9,387	11,067	11,430	11,060	7,082	6,774	6,458	6,152
Public Prosecution Service	1,043	1,594	1,842	1,647	1,874	2,242	2,854	2,712	2,572
Prisons ¹	76,545	20,841	22,117	12,974	12,705	13,821	16,405	15,617	14,848
Compensation Agency ²	4,446	4,059	4,127	4,441	3,851	0	0	0	0
Bloody Sunday Inquiry	2,114	1,894	1,165	878	692	735	100	0	0
Youth Justice Agency ²	0	0	0	0	100	0	0	0	0
Other	37,224	35,476	37,109	39,846	41,666	41,238	45,123	44,918	44,892
Total Administration Budget	135,673	78,175	82,020	77,557	78,766	70,240	77,139	75,294	73,766

1. The increase in prison costs in 2002/03 largely relates to exceptional costs of £24m impairment of fixed assets and £17m provision for security breach.

2. The reason for the projected decrease in administration expenditure in 2007/08 is a result of the costs associated with the Causeway Programme with Criminal Justice, Compensation Agency and Youth Justice Agency being reclassified as programme expenditure.

Table 6 - Staff Numbers

		2002-03 Outturn	2003-04 Outturn	2004-05 Outturn	2005-06 Outturn*	2006-07 Outturn*	2007-08 Estimated Outturn*	2008-09 Plans
Department	CS FTE	1,556	1,687	1,755	1,790	1,905	1,932	1,932
	Others	81	69	84	82	71	54	54
	Total	1,637	1,756	1,839	1,872	1,976	1,986	1,986
NI Prison Service	CS FTE	1,764	1,710	1,710	1,721	1,752	1,781	2,011
	Others	0	26	26	0	0	0	0
	Total	1,764	1,736	1,736	1,721	1,752	1,781	2,011
Notes								
Others includes casual staff and overtime (man years)								
* Figures are based on an average across the financial year								

Table 7 - Senior Civil Service Salaries

Salary Band	Number of staff
£55,000 to £59,999	14
£60,000 to £64,999	5
£65,000 to £69,999	8
£70,000 to £74,999	5
£75,000 to £79,999	3
£80,000 to £84,999	2
£85,000 to £89,999	3
£90,000 to £94,999	2
£95,000 to £99,999	1
£100,000 to £104,999	3
£105,000 to £109,999	2
£110,000 to £114,999	0
£115,000 to £119,999	0
£120,000 to £124,999	0
£125,000 to £129,999	0
£130,000 to £134,999	0
£135,000 to £139,999	0
£140,000 to £144,999	0
£145,000 to £149,999	0
£150,000 to £154,999	0
£155,000 to £159,999	1
Total	49



APPENDIX H

Improvement Strategies

Six Service Standards for Central Government

(Excluding Ministerial correspondence)

The six national standards for central government were introduced to the NIO and its three Executive Agencies from April 1997. The service standards were revised in October 1999. The Director of Public Prosecutions' Offices voluntarily apply standards 1 and 2.

The NIO is not a major deliverer of services to the general public but, even though no longer formally monitored by the Cabinet Office, the Department continues to use them as a way to ensure it maintains a good customer service to the general public. The Standards are to:

Answer your letters quickly and clearly.

Against the key standard of answering letters quickly and clearly, within a Departmental target of 15 working days, performance for the period 1 January 2007- 31 December 2007 was as follows:

	Number of Letters received	% within target
NIO core	486	82.7%
Northern Ireland Prison Service	2,373	95.3%
Forensic Science Northern Ireland	21	100%
The Compensation Agency	62,212	97.5%
Public Prosecution Service for NI.	480	100%
Youth Justice Agency	663	99.3%

It should be noted that some parts of the Department impose a local target of replying to correspondence within 10 working days. In particular the Compensation Agency which has responded to a vast amount of correspondence during 2007.

See you within 10 minutes of any appointment you have made at its offices.

The Department's direct contact with the general public is very limited. The Northern Ireland Prison Service maintained a 100% record of seeing visitors within ten minutes of their pre-arranged appointment.

Answer telephone calls quickly and helpfully.

The public switchboard services are subject to a Service Level Agreement - response time is set at a maximum of 20 seconds during normal operating conditions. The switchboard service is backed up by a 24 hour service provided through a duty officer scheme.

Provide clear and straightforward information about its services and those of related providers, along with one or more telephone enquiry numbers and e-mail addresses to help you or to put you in touch with someone who can.

Details about the NIO, its Agencies, Legal Offices and Non-Departmental Public Bodies can be found in this report, in the Northern Ireland telephone directory and on the Departmental website <http://www.nio.gov.uk>. Each agency has its own website and details can be found at the back of the report.

Have a complaints procedure, or procedures, for the service it provides, publicise it, including on the Internet, and send you information about it if you ask.

The NIO has a complaints procedure. It too can be found on the website.

Do everything reasonably possible to make its services available to everyone, including people with special needs. Consult users and potential users regularly about the service it provides and report on the result.

Consultation documents and packs for public appointments can, on request, be provided in Braille, audio and various languages. The Office continues to provide a text telephone service.

Ministerial Correspondence from MPs

During 2007 the Permanent Secretary in agreement with the Secretary of State increased the target for Ministerial Correspondence from 10 days to 15 days in line with other Whitehall Departments.

For the calendar year 2007, the performance was as follows:

Ministerial correspondence from MPs/Peers: 1 January 2007-31 December 2007

Department /Agency	Target set for reply (Working days)	Number of letters received	Number of letters where reply is required	% of replies (where reply is required) within targets
NIO Core	15	432	432	81.48%
Northern Ireland Prison Service	10	69	69	59.4%
FSNI	10	0	0	0
Compensation Agency	7	49	49	96%
Youth Justice Agency	10	0	0	0
Public Prosecution Service	10	0	0	0

Payment Performance

The NIO, including its agencies, is complying with the British Standard for achieving good payment performance in commercial transactions (BS7890). Under the Standard, the policy is to pay bills in accordance with contractual conditions or, where no such conditions exist, within 30 days of receipt of goods and services or the presentation of a valid invoice, whichever is the later. Complaints about failure to pay on time are investigated promptly, explanations are provided to the complainant and, where the delay is attributed to the Department, apologies are made.

The total number of payments (estimated) for the 2007/08 financial year is 82,225, of which 76,033 (92.5%) will be settled within 30 days or the agreed contractual term if otherwise specified. Performance was as follows:

	NIO Core	NIPS	FSNI	Compensation Agency	Youth Justice Agency	Total
Total Number of invoices processed	43,680	25,459	2,689	374	10,023	82,225
Total processed within 30 days	40,172	23,466	2,595	367	9,433	76,033
Percentage processed within 30 days	92.0%	92.2%	96.5%	98.1%	94.1%	92.5%

The background of the page is an abstract composition of overlapping, semi-transparent geometric shapes in various shades of teal, blue, and grey. These shapes, which include rectangles and trapezoids, are arranged in a way that creates a sense of depth and movement, resembling a stylized architectural or mechanical structure. The overall color palette is cool and professional.

APPENDIX I

Further Information (including Internet Websites)

Further information may be obtained from:

- **Central Management Unit**
Stormont House Annexe
Stormont
BELFAST BT4 3SH
Telephone: 028 9052 7066
Fax: 028 9052 7050
E-mail: donna.knowles@nio.x.gsi.gov.uk
Website: www.nio.gov.uk
- **Compensation Agency for Northern Ireland**
Royston House
34 Upper Queen Street
BELFAST BT1 6FD
Telephone: 028 9024 9944
Text phone: 028 9052 7668
Fax: 028 9024 6956
E-mail: comp-agency@nics.gov.uk
Website: www.compensationni.gov.uk
- **Forensic Science Northern Ireland**
Seapark
151 Belfast Road
CARRICKFERGUS BT38 8PL
Telephone: 028 9036 1888
Fax: 028 9036 1900
E-mail: forensic.science@fsni.gov.uk
Website: www.fsni.gov.uk
- **Northern Ireland Prison Service**
Dundonald House
Upper Newtownards Road
BELFAST BT4 3SU
Telephone: 028 9052 5065
Fax: 028 9052 5284
E-mail: info@niprisonservice.gov.uk
Website: www.niprisonservice.gov.uk
- **Youth Justice Agency**
41-43 Waring Street,
BELFAST BT1 2DY
Telephone: 028 9031 6400
Fax: 028 9031 6402/3
E-mail: info@yjani.gov.uk
Website: www.youthjusticeagencyni.gov.uk
- **Crown Solicitor's Office**
Royal Courts of Justice
Chichester Street
BELFAST BT1 3JY
Telephone: 028 9054 6065
Fax: 028 9054 6049
E-Mail: jennifer.ritchie@csoni.gov.uk
- **Public Prosecution Service**
Belfast Chambers
93 Chichester Street
BELFAST BT1 3JR
Telephone: 028 9089 7102
Fax: 028 9089 7030
E-Mail: info@ppsni.gsi.gov.uk
Website: ppsni.gov.uk
- **Police Service of Northern Ireland**
Brooklyn
Knock Road
BELFAST BT5 6LE
Telephone: 028 9065 0222
Fax: 028 9090 1242
E-Mail: info@psni.pnn.police.uk
Website: www.psnipolice.uk
- **Northern Ireland Policing Board**
Waterside Tower
31 Clarendon Road
Clarendon Dock
BELFAST BT1 3BG
Telephone: 028 9040 8500
Text phone: 028 9052 7668
Fax: 028 9040 8540
E-mail: information@nipolicingboard.org.uk
Website: www.nipolicingboard.org.uk
- **Office of Police Ombudsman**
New Cathedral Buildings
St Anne's Square
11 Church Street
BELFAST BT1 1PG
Telephone: 028 9082 8600
Fax: 028 9082 8659
E-mail: info@policeombudsman.org
Website: www.policeombudsman.org

- **Probation Board for Northern Ireland**
80-90 North Street
BELFAST BT1 1LD
Telephone: 028 9026 2400
Text phone: 0289026 2490
Fax: 028 9026 2470
Email: info@pbni.org.uk
Website: www.pbni.org.uk
- **Criminal Justice Inspection for Northern Ireland**
14 Great Victoria Street
BELFAST BT2 7BA
Telephone: 028 9025 8000
Fax: 028 9025 8033
E-mail: info@cjini.org
Website: www.cjini.org
- **Equality Commission for Northern Ireland**
Equality House
7-9 Shaftesbury Square
BELFAST BT2 7DP
Telephone: 028 9050 0600
Text phone: 028 9050 0589
Fax: 028 9024 8687
E-mail: information@equalityni.org
Website: www.equalityni.org
- **Northern Ireland Human Rights Commission**
Temple Court
39 North Street
BELFAST BT1 1NA
Telephone: 028 9024 3987
Text phone: 028 9024 9066
Fax: 028 9024 7844
E-mail: information@nihrc.org
Website: www.nihrc.org
- **Boundary Commission for Northern Ireland**
Forrestview
Purdys Lane
NEWTOWNBREDA
BT8 7AR
Telephone: 028 9069 4800
Fax: 028 9069 4801
E-mail: bcni@belfast.org.uk
Website: www.boundarycommission.org
- **Parades Commission**
12th Floor
Windsor House
9-15 Bedford Street
BELFAST BT2 7EL
Telephone: 028 9089 5900
Fax: 028 9032 2988
E-mail: info@paradescommission.org
Website: www.paradescommission.org
- **Chief Electoral Officer for Northern Ireland**
St. Anne's House
Church Street
BELFAST BT1 1ER
Telephone: 028 9044 6688
Textphone: 028 9044 6698
Fax: 028 9023 5612
E-mail: info@eoni.gov.uk
Website: www.electoralficeni.gov.uk
- **British-Irish Intergovernmental Secretariat**
20TH Floor
Windsor House
9-15 Bedford Street
BELFAST BT2 7EL
Telephone: 028 9044 3900
Fax: 028 9044 3919
E-mail: bis@nio.gov.uk
- **Criminal Injuries Compensation Appeals Panel Northern Ireland**
2nd Floor
The Corn Exchange Building
31 Gordon Street
BELFAST BT1 2LG
Telephone: 028 9092 4400
Fax: 028 9092 4420
E-mail: cicapni@nics.gov.uk
Website: www.cicapni.org.uk
- **Civil Service Commissioners for Northern Ireland**
5th Floor,
Windsor House
9 - 15 Bedford Street
BELFAST BT2 7SR
Telephone: 028 9054 9151
Fax: 028 9054 9414
E-mail: ocsc@nics.gov.uk
Website: www.nicscommissioners.org



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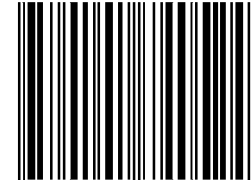
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ISBN 978-0-10-174052-4



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