



## **Home Office annual report**

The Government's expenditure plans 2001–02 to 2003–04, and main estimates 2001–02, for the Home Office and the Charity Commission

**Presented to Parliament by the Secretary of State for the Home Department and the Chief Secretary to the Treasury Department by command of Her Majesty  
March 2001**



**Home Office**

BUILDING A SAFE, JUST  
AND TOLERANT SOCIETY



## Annual report 2000–2001

For the Home Office and the Charity Commission

The Government's expenditure plans 2001–02 to  
2003–04 and main estimates 2001–02

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Home Office can be obtained by writing to:

**Public Enquiry Service, Home Office,  
50 Queen Anne's Gate, London SW1H 9AT**

or telephoning **020 7273 3072, Fax 020 7273 2065.**

Information can also be obtained from the Department's  
web site <http://www.homeoffice.gov.uk> or by e-mail  
at [public.enquiries@homeoffice.gsi.gov.uk](mailto:public.enquiries@homeoffice.gsi.gov.uk)

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# A user's guide to the Home Office

## Requests for information

The Home Office publishes a wide range of information. To check if the information you require has already been published, or if there are plans to do so, you can contact:

Publications Enquiries  
Public Enquiry Service  
Home Office  
50 Queen Anne's Gate  
London SW1H 9AT  
Tel: 020 7273 3072

Information about the Home Office and its agencies can also be found on the Home Office web site at [www.homeoffice.gov.uk](http://www.homeoffice.gov.uk)

## The Home Office

We can be contacted at:  
50 Queen Anne's Gate  
London  
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Tel: 020 7273 4000  
Minicom: 020 7273 3476  
Fax: 020 7273 2065

## The Immigration and Nationality Directorate (IND)

Leads on the delivery of Home Office Aim 6, covered in section 3 of this report, and can be contacted at:

Immigration and Nationality Directorate  
Block C  
Whitgift Centre  
Wellesley Road  
Croydon  
CR9 1AT

For immigration enquiries call 0870 606 7766  
For application forms call 0870 241 0645  
For leaflets call 020 8649 7878

You can also visit the IND web site at [www.ind.homeoffice.gov.uk](http://www.ind.homeoffice.gov.uk)

## The Passport Agency

Contributes to the delivery of Aim 6. Its purpose and objectives can be found in section 2 of this report.

The Passport Agency web site can be found at [www.ukpa.gov.uk](http://www.ukpa.gov.uk)

Telephone enquiries can be made to the national call centre on 0870 521 0410.

## HM Prison Service

Can be contacted at:  
Cleland House  
Page Street  
London SW1P 4LN  
Tel: 020 7217 6308  
fax: 020 7217 6403

You can also visit the web site at [www.hmprisonerservice.gov.uk](http://www.hmprisonerservice.gov.uk)

This includes the facility to make comments or receive feedback by e-mail.

**A list of useful web sites can be found at the back of the report.**



## Home Secretary's foreword

This Annual Report sets out the progress which the Home Office has made in 2000–01 'to build a safe, just and tolerant society in which the rights and responsibilities of individuals, families and communities are properly balanced and the protection and security of the public are maintained.'

The Home Office is doing this through its seven key aims. Aim 1, reduction in crime and the fear of crime, remains our top priority. Overall crime measured by the British Crime Survey 2000 fell by 10% between 1997 and 1999, with significant reductions in the key categories of vehicle crime and domestic burglary.

There has been continued development of the Crime Reduction Programme. By December 2000, over £200 million had been allocated to over 1,000 projects, including over 230 burglary reduction projects, 350 CCTV schemes and 50 targeted policing projects. All ten Crime Reduction Directors are now in post and are working closely with local crime and disorder reduction partnerships to reduce crime in their regions.

From April 2000 police authorities have set themselves challenging targets which overall would cut vehicle crime by 30% by March 2004, and by March 2005 would cut domestic burglary by 25% and robbery in our principal cities by 14%. Targets in the same areas will be set by local authorities from April 2001.

These efforts will be greatly reinforced by the Crime Fighting Fund, which was established to recruit 9,000 police officers in the three years from April 2000 over and above numbers forces would otherwise have recruited. A major national campaign has been launched in support of local forces' recruitment needs which is expected to recruit most of the first-year allocation of 3,000 additional officers by March 2001.

We are also investing in new technology to help the police in the fight against crime. For example, the national DNA database is being expanded – over one million samples are now on record.

My second Annual Report on progress made towards the recommendations of the Stephen Lawrence Inquiry Report showed improvements in many key areas, including, for example, the announcement of our intention to create a new Independent Police Complaints Commission, subject to Parliamentary approval.

In the 1999–2000 Parliamentary session the Home Office took the lead on important legislation to combat crime. The Football (Disorder) Act 2000 places new restrictions on the movements of violent football hooligans. The Regulation of Investigatory Powers Act 2000 modernises investigatory powers of law enforcement agencies, especially with reference to electronic communications.

Aim 2, the delivery of effective justice, has seen continued progress. We have achieved faster delivery of youth justice, although there is still some way to go. Wider youth justice reforms are on track, with the introduction of multi-agency Youth Offending Teams nationally, and a range of new court orders.

We also completed a major review of the law on sex offences. An important review of the sentencing framework and the criminal courts, with the aim of developing a range of more focused, effective and appropriate sentences, will report in May 2001.

Under Aim 3 we have improved our ability to prevent terrorism, organised crime and threats to national security through major legislation. The Terrorism Act 2000 provides enforcement agencies with the powers to protect the public from all forms of terrorism and terrorist groups. Those agencies involved in the fight against terrorism and organised crime will also benefit from the Regulation of Investigatory Powers Act. In addition, new legislation aimed at helping recover the proceeds of crime and tackling money laundering in the UK was published in draft in March 2001.

Progress towards Aim 4, effective execution of court sentences, works in tandem with Aims 1 and 2 to protect the public and help reduce crime. Achievements include fundamental reform of the Probation Service, through the Criminal Justice and Court Services Act 2000.

The What Works strategy of prison programmes to reduce reoffending has received new investment. Numbers of qualifications gained by prisoners are rising while use of drugs decreases. There have been no category A escapes from prison, and the overall level of escapes continues to be very low. Prisons are also playing an important role in taking forward our strategy for dealing with dangerous, personality disordered offenders.

This year has seen important progress on Aim 5, building a fair and prosperous society under a modernised constitution. The Race Relations (Amendment) Act 2000 is the most important piece of race relations legislation in a generation, outlawing race discrimination in all public functions. It also places a positive duty on specified public authorities to promote race equality in order to avoid race discrimination in the first place.

In October I published my first Annual Report on the Home Office's race equality employment targets for the police, fire, probation and prison services. It shows progress is being made to deliver what is a ten-year programme.

The Sexual Offences (Amendment) Act 2000 established a further principle of equality by equalising the age of consent for homosexuals with that of heterosexuals.

Meanwhile, the Human Rights Act 1998 came into force in England and Wales on 2 October, incorporating the European Convention on Human Rights into UK law – a major strand of the Government's constitutional reform efforts. Another key measure in this respect was the passage of the Freedom of Information Act 2000, for the first time giving the public a statutory right to information held by public authorities.

The Representation of the People Act 2000 will make it easier for various groups to register to vote, and provides for a system of rolling electoral registration. The Political Parties, Elections and Referendums Act 2000 meanwhile regulates the funding of political parties and establishes an independent Electoral Commission to oversee the controls on donations to political parties, including a ban on foreign funding, as well as expenditure limits in election and referendum campaigns.

This has been an important year for all those charged with Aim 6, regulation of immigration. Despite continued high numbers of asylum seekers, the Immigration and Nationality Directorate made good progress in reducing the backlog of applications, doubling the output of asylum decisions. Implementation of other provisions of the Immigration Act 1998 continues. The National Asylum Support Service now provides support to asylum seekers pending consideration of their claims, many of them now dispersed nationwide in order to lessen pressure on London and the south east.

In addition, the Passport Agency has demonstrated a much improved public service, responding to customer needs by providing extended opening hours in all offices, and by operating a 24-hour call centre. An online application scheme went live in November 2000.

Lastly, we have made good progress on Aim 7, reduction in the incidence of fire and related death, injury and damage: the number of fires and fire-related deaths dropped in 2000/01.

I am proud of the progress we have made on our key aims – although there is much still to do. I thank all of the staff of the Home Office and its agencies for their hard work and dedication to our goals, and look forward to even greater progress in the year ahead.

**Rt. Hon. Jack Straw MP**  
Secretary of State for the Home Department



## Permanent Secretary's report

This Annual Report outlines progress made during 2000–01 on our objectives under each of our seven aims, as well as our future plans for Home Office modernisation.

It has been an important year. We have made major investments to improve communication, performance management, strategic policy making and delivery in support of our aims. We have also made good progress in our long-term plans to improve personnel, accommodation and information technology systems.

In February 2000 the Department launched its Modernisation Action Plan, focusing on key areas of work needed to drive forward our modernisation agenda. The Plan covers four work streams, aimed at: delivering better policy making and policy management; delivering more responsive, quality public services; facilitating modern electronic communication; and achieving through people.

In October 2000, the non-agency Home Office entered into a partnership – the Sirius programme – with a consortium of ICL, PricewaterhouseCoopers and Global Crossing. This is to help us develop new ways of working, and processes to support modernisation of the Home Office, linking business change with supporting IS/IT and voice services. An early benefit of the partnership has been the creation of a new vision for the core Home Office, which sets out practical steps for how we should manage and organise to deliver our aims effectively.

Another major element of modernisation – the Home Office Central London Accommodation Strategy (HOCLAS) – took an important step forward in July 2000, when the Anne's Gate Property consortium was selected as the preferred bidder for this public/private partnership. By 2004, a new building on the site of the former Department of the Environment and Regions building at 2 Marsham Street will provide us with modern, efficient office space.

Modernisation involves a recognition that our staff are our single most important asset and that without them we could not achieve our aims. Achieving through People is the action plan for developing the way we manage and support our staff. We have already made good progress: in October 2000, the non-IND Home Office secured Investors in People accreditation against the new and more challenging version of the IiP standard. As a Board we are proud that the assessor found that the Home Office not only met, but was a high achiever against, the new standard.

A particularly important part of this success is our commitment to diversity. The Home Office has put in hand significant internal reforms to support equality and diversity, including employment targets, removing barriers to promotion, equality advisers, management board mentoring, the Network, and race awareness and diversity training.

Cost-effective delivery of the Home Office's aims and modernisation programme requires robust and up-to-date systems for strategic and business planning and for managing resource use. This year we have taken a number of steps to strengthen our capability in this respect. These come at a time when the Home Office has secured substantial increases in spending on law and order and asylum totalling £1.6/2.2/2.6 billion in 2001–03 as part of the spending review 2000 settlement. At the same time, environmental performance is now embedded into the Department's business, and this year has seen further progress towards our environmental targets: we aim to integrate environmental considerations into all estate management, operational and policy areas.

None of this progress would have been possible without the leadership and commitment of Permanent Secretary Sir David Omand. It was with great sadness that we all learnt of his decision in January 2001 to stand down on medical grounds, with immediate effect. Sir David provided the Home Office with strong and dynamic leadership and sure direction during a time of great change. David is greatly missed but can be reassured that we are continuing with the modernisation of the Home Office, which he put in hand.

I thank all the staff of the Home Office and its agencies for their tremendous contribution over the last year. With them, I look forward to another year of progress in our provision of modern public services.

**John Warne**

Acting Permanent Secretary of the Home Office



# Section 1 )

## Home Office overview



**Building a safe,  
just and tolerant society**

# Home Office overview

The HO Annual Report brings together in a single document information on aims and objectives, resources and performance. The HO Statement of Purpose expresses the purpose of the Department in a way that unites the energy, efforts, and abilities of all its staff. The aims are the high level expression of the outcomes which the Department seeks to achieve by its efforts in key areas of the public's

quality of life. The objectives are the means by which the Department delivers these outcomes. They equate to the objectives expressed in the Department's Public Service Agreement. Wherever possible they are quantified so that members of the public and Home Office staff know how performance will be measured, what exactly the Department seeks to deliver, and by when.

## The Home Office statement of purpose is:

**To build a safe, just and tolerant society in which the rights and responsibilities of individuals, families and communities are properly balanced, and the protection and security of the public are maintained.**

## Our aims are:

### Aim 1

Reduction in crime, particularly in youth crime, and in the fear of crime, and the maintenance of public safety and good order.

### Aim 2

Delivery of justice through effective and efficient investigation, prosecution, trial and sentencing, and through support for victims.

### Aim 3

Prevention of terrorism, reduction in other organised and international crime, and protection against threats to national security.

### Aim 4

Effective execution of the sentences of the courts so as to reduce reoffending and protect the public.

### Aim 5

Helping to build, under a modernised constitution, a fair and prosperous society, in which everyone has a stake, and in which the rights and responsibilities of individuals, families and communities are properly balanced.

### Aim 6

Regulation of entry to, and settlement in, the United Kingdom in the interests of social stability and economic growth, and the facilitation of travel by UK citizens.

### Aim 7

Reduction in the incidence of fire and related death, injury and damage, and ensuring the safety of the public through civil protection.

In pursuing our aims we seek to:

- provide high quality services to the public and to Parliament including the provision of accurate, timely information about those services and about each citizen's rights and obligations in relation to them
- secure best value for money and take account of the needs of the environment
- deal honestly, fairly, sensitively and openly with people
- encourage all the services for which we are responsible to share our commitment to those aims and principles and to help them in their work.

## Equal opportunities

**The Home Office and its executive agencies are committed to a policy of equal opportunity for all, regardless of ethnic origin, religious belief, sex, sexual orientation, disability or any other irrelevant factor. We strive to ensure that the only criteria for advancement of staff in the Department are the individual's ability, qualification and suitability for the work, and positive assistance will be given to develop the individual's full potential wherever possible.**

Government commitments	
Commitment	Progress*
Parenting orders to help reinforce and support parental responsibility	Achieved through the Crime and Disorder Act 1998. National roll-out June 2000. 436 orders in place between April–September 2000
Introduce antisocial behaviour orders to deal with threatening and disruptive criminal neighbours	Achieved. Introduced in the Crime and Disorder Act 1998. Implemented April 1999. Approx. 150 anti-social behaviour orders now in place. Monitoring of these has now begun
Place a new duty on local authorities and the police to develop statutory partnerships to help prevent crime and to set targets for reduction of crime in their area	Achieved. 376 local Crime and Disorder Reduction Partnerships established since 1999 in England and Wales, as a result of the Crime and Disorder Act 1998
Pilot the use of Drug Treatment and Testing Orders to break the link between drug misuse and crime	Achieved. Drug Treatment and Testing Order programme rolled out to all courts in England and Wales October 2000, orders are now being made by the courts
Attack the drug problem in prisons	CARATs (counselling, assessment, referral, advice and throughcare services) programmes available in all prisons. Rate of positive drug tests reduced from 20% baseline to 12.3% November 2000
Hold a free vote to ban all handguns	In 1997 the Government brought in a complete ban on all handguns following the Dunblane tragedy
<b>Delivery of justice through effective and efficient investigation, prosecution, trial and sentencing, and through support for victims</b>	
Relieve the police of unnecessary bureaucratic burdens to get more police officers back on the street	<ul style="list-style-type: none"> <li>i) Police figures are 125,537 as at 31/01/2001, an increase of 1367 officers between 31/03/00 and 31/01/01. 1,587 extra civilian staff in post since April 1997</li> <li>ii) The number of forms that need completing when cases are passed to Crown Prosecution Service (CPS) has been reduced by one third. This should have a major impact on police time, including increasing the amount of police back on the street</li> <li>iii) A reduction of 1.25 days sick absence per officer from 1996/7 to 1999/00 has led to an increase of officers available for duty on a daily basis. Assaults on police officers have reduced</li> </ul>
And in support of the above	<ul style="list-style-type: none"> <li>iv) To date over one million samples have been added to DNA database. Planning for phase 2 under way for launch April 2001</li> <li>v) Reform of CPS and implementation of Narey measures is leading to significant improvements in time taken to get offenders into court and fewer adjournments</li> </ul>
Halve the time it takes to get persistent young offenders from arrest to sentence	Time taken has been reduced from a baseline of 142 days to 96 days by November 2000. On course to meet target by 2002 as promised
Greater protection for victims in rape and serious sexual offence trials and for those subject to intimidation including witnesses	Achieved. Implemented through provisions in the Youth Justice and Criminal Evidence Act 1999
Reform the Youth Justice System	Youth Justice Board established in September 1998. Detention and training order, parenting orders, reparation orders, action-plan orders and child safety orders all implemented nationally during 2000
<ul style="list-style-type: none"> <li>i) Replace repeat cautions with a single final warning</li> <li>ii) Bring together Youth Offending Teams (YOTS) in every single area</li> <li>iii) Streamline the youth courts</li> </ul>	<ul style="list-style-type: none"> <li>i) National roll-out of reprimands and final warnings June 2000</li> <li>ii) All 154 areas have full YOTS</li> <li>iii) Simpler and more open procedures being introduced in all youth courts</li> <li>iv) Referral order panels piloted in 10 areas since August 2001</li> </ul>
Ensure that victims of crime are kept fully informed of the progress of their case	<ul style="list-style-type: none"> <li>i) A CPS project to keep victims of crime fully informed of case progress is to be implemented nationally from April 2001</li> <li>ii) A witness support programme was established in every magistrates' court from April 1999</li> </ul>
Implement an effective sentencing policy	<ul style="list-style-type: none"> <li>i) The Sentencing Advisory Panel was established to improve consistency in sentencing. Implementation of Mandatory Minimum Sentences for repeat burglary – December 1999 Sentencing review under way to produce recommendations by May 2001</li> <li>ii) Lord Chief Justice issued the 'spelling out the sentence' Practise Direction to ensure the victim, the offender, and the public are able to understand the true nature of a sentence</li> </ul>

\* Unless otherwise stated, figures refer to the calendar year January 2000–December 2000

Commitment	Progress*
<b>Prevention of terrorism, reduction in other organised and international crime, and protection against threats to national security</b>	
Effective measures to combat the terrorist threat	Achieved. New Terrorism Act passed. Implementation in February 2001
<b>Effective execution of the sentences of the court so as to reduce reoffending and protect the public</b>	
Audit the resources available to the Prison Service	Achieved. Additional funding of £43 million (1997-99) provided to increase capacity and to fund purposeful activity, and £112 million (1998-99) to provide extra places
Take proper Ministerial responsibility for the Prison Service	Achieved
Seek to ensure that prison regimes are constructive and require inmates to face up to their offending behaviour	£220 million invested to improve regimes over three years 1999–2001, including Accredited Offending Behaviour programmes and accredited programmes for sex offenders, Welfare to Work programme
<b>Helping to build, under a modernised constitution, a fair and prosperous society in which everyone has a stake and the rights and responsibilities of individuals, families and communities are properly balanced</b>	
Make racial harassment and racially motivated violence criminal offences	Achieved through the Crime and Disorder Act 1998. 22,000 racially motivated offences were logged during 1999–2000
End unjustifiable discrimination wherever it exists	Achieved. The Race Relations (Amendment) Act achieved Royal Assent November 2000
Promote animal welfare, for example, by having a free vote in Parliament on whether hunting with hounds should be banned by legislation	Free vote held in House of Commons, January 2001
Hold a referendum on the voting system for the House of Commons	No decisions have been made on the timing of the referendum
Introduce proportional voting system for European elections	Achieved
i) Ban foreign funding of political parties ii) Oblige parties to declare the source of all donations above a minimum figure	i) Achieved ii) Political Parties, Elections and Referendums Act achieved Royal Assent 30 November 2000. New legislative arrangements for party political funding being developed for implementation in 2001
Guarantee human rights by incorporating the European Convention on Human Rights into UK law	Achieved. Human Rights Act came into force October 2000
Introduce a Freedom of Information Act, leading to more open government	Achieved. Freedom of Information Act achieved Royal Assent November 2000
<b>Regulation of entry to and settlement in the UK in the interests of social stability and economic growth and facilitation of travel by UK citizens</b>	
Remove the primary purpose rule in immigration	Achieved
Streamline the system of appeals for visitors denied a visa	Achieved. Immigration and Asylum Act 1999
Control unscrupulous immigration advisers	Achieved. Immigration and Asylum Act 1999
Crack down on the fraudulent use of birth certificates	The Welfare Fraud Group (DSS) has taken over responsibility for this commitment. The Passport Agency and the Office of National Statistics are collaborating to produce measures to tackle birth certificate fraud
Ensure swift and fair asylum	Immigration and Asylum Act 1999, 86,000 decisions made between April and December 2000. Substantial investment in processing work from £260 million to £594.5 million per annum
Conduct comprehensive spending review	Achieved. The Home Office received an average 6.9% p/a increase in funding following the spending review 2000

\* Unless otherwise stated, figures refer to the calendar year January 2000–December 2000

## The Public Service Agreement (PSA)

The Home Office Public Service Agreement was published in December 1998. It sets out the objectives to be delivered during 1999–2002, using the resources allocated under the comprehensive spending review. Specific targets have been set for the Home Office in its delivery of modern, efficient and high

quality public services. The following table summarises progress against these targets by Home Office aim. More detailed information on the PSA and other business plan targets are set out in the aim reports in section 3 of this report. Details of our new PSA, negotiated following the spending review 2000 settlement, can be found in section 5 of this report.

The Public Service Agreement						
Aim	PSA target or other measure	Performance indicator	Target outturn	Target date	Latest outturn	
Aim 1	The long run rate of growth of crime	Reduction in the growth of crime relative to its long run rate	1. 30% reduction in vehicle crime – baseline year 98/99 2. 25% reduction in domestic burglary – baseline year 98/99 3. 14 % reduction in robbery in our principal cities – baseline year 99/00	1. 03/2004 2. 03/2005 3. 03/2005	1. Vehicle crime fallen by 7% 2. Domestic burglary fallen by 10% 3. Robbery increased by 21%	
	Reduction in the level of vehicle crime	The level of thefts of and from vehicles recorded by the police	30% reduction by 03/2004 of which 5% to be completed in 2000–01	03/2004	7.2% reduction 04/1999–09/2000	
	Increased focus of police activity on front line fight against crime through an improvement in police efficiency	2% annual efficiency savings	Achievement of an overall target of £150 million across all forces	03/2001	National average 2.46%–£184m	
	Reduce violent crime against vulnerable groups	Establishing integrated scheme to help stop unsuitable people from working with children	Establish scheme	03/2001	Part 2 Criminal Justice and Court Services Act implemented 01/2001	
	Domestic violence	Public awareness, (quality of agencies' response and reliability of available data)	Delivery of the action points in Living Without Fear	03/2002	34 projects currently under way	
	Launch the Crime Reduction Programme	Number of project starts High level projects represented later in plan	Actual number of initiatives meeting declared crime reduction objectives	03/2001	18 of 19 initiatives under way	
	Reduce the fear of crime	British Crime Survey data on the fear of crime	Reduction in fear of crime reported in BCS	03/2002	BCS 2000 showed decrease in fear of crime in key categories of violent crime, vehicle crime and domestic burglary, although this was only statistically significant for violent crime	
		Reduce offending by juveniles (existing young offenders)	As measured by MORI survey	Reduction by 5% in the percentage of young people who offend	04/2004	Stocktake of initiatives being prepared
	(CJS)	Reduce the economic costs of crime	Economic costs of crime	Reduce the economic costs of crime	03/2002	Research report published 12/2000 – will provide basis for measure

Aim	PSA target or other measure	Performance indicator	Target outcome	Target date	Latest outcome
(CJS)	Reduce the level of disorder		Reduce the number of disorder incidents. First milestone to quantify first annual target in disorder plan	Mar 02	Targets to be agreed by end March 2001 (To reduce number of incidents per 1,000 population by Mar 02)
(Drugs)	Support police trials for drug recognition training and field impairment testing in respect of drug driving	Trials and their evaluation completed on time and conclusions fed into policy	Completion of trials to time; evaluation report to ACPO	Nov 99 (report to ACPO)	Trials completed – training courses now available
(Drugs)	All police services to operate face-to-face referral schemes covering all custody suites	Coverage of police custody suites by face-to-face arrest schemes (%)	100% Baseline year 98/99	Mar 02	67% forces now have fully operational face-to-face schemes
(Drugs)	A reduction of 3 percentage points in the proportion of arrestees testing positive for heroin and/or cocaine/crack from 1999/2000 baseline involving 8 locations	Results from New England and Wales Arrestee Drug Abuse Monitoring (NEW-ADAM)	Reduction of 3 percentage points	Dec 02	Ongoing research – first draft of report on half of baseline sites received
(Drugs)	Assess DAT prevention programmes and set in hand a plan of action for improvements	(a) Assessment report to be submitted to UKADCU early September 1999 and direct feedback given to DATs (b) DPAS short-term business plan to be endorsed by UKADCU	(a) An assessment of DAT prevention planning which identifies improvements required (b) a DPAS business plan which delivers a priorities-driven programme of activity	Mar 00	Assessment approved and business plan completed
(Drugs)	Increase by 10% the number of offenders dealt with for supply offences in respect of Class A drugs	Total number of offenders found guilty, cautioned, given a fiscal fine, or dealt with by compounding, for possession with intent to supply or unlawful production, supply or importation/exportation of heroin, cocaine, crack, ecstasy-type, LSD or other class A drugs	Maintain an increase in number of offenders dealt with for supply offences in respect of Class A drugs	Mar 02	Data for calendar year 1999 being analysed for a publication in March 01
(Drugs)	Require all Drug Action Teams to have in place integrated, sustained and comprehensive programmes involving lifeskills approaches in all schools, the youth service, further education, the community, and with parents based on evidence of good practice	Proportion of DATs having these, as evidenced by UKADCU review of DAT work	Universal coverage among DAT prevention planning which meets the standard set and through this contributes to reduce drug misuse	Mar 02	DAT clinics held with co-ordinator of UKADCU to provide update on progress

Aim	PSA target or other measure	Performance indicator	Target outturn	Target date	Latest outturn
(Drugs)	Double number of face-to-face arrest referral schemes and the number of arrestees referred to and entering treatment programmes	(a) Number of schemes (b) Number of arrestees referred to/entering programmes	100% increase	Mar 00	Proxy data suggests achieved. Target overtaken by 2002 target. Fuller data being collected
	Reduction in residential burglary in areas covered under 2 million high risk homes – Crime Reduction Programme	Number of households covered under burglary schemes	Decrease in recorded burglary crime by 4,000 in households covered by burglary schemes by 03/2002	Mar 02	238 projects supported. Round 3 launched 04/2000. Three distraction burglary schemes also approved. Initial results show 26% fall in burglary in Reducing Burglary Initiative areas
Aim 2	Reduce delay in the CJS	Time taken in days from arrest to sentence or other disposal		31/03/02	Narey measures developed
	Speed up the time taken in dealing with persistent young offenders	Time in days from arrest to sentence for persistent young offenders	71 days	31/03/02	Average time 96 days (11/2000)
	Improve the satisfaction of victims and witnesses with their treatment in the CJS	Level of satisfaction	Improve by 5 percentage points – baseline 98/99 BCS for victims, 2000 witness survey. 98/99 baseline for BCS 63%	31/03/02	New witness satisfaction survey introduced. Witness satisfaction – 76%, victim – 58%
(CJS)	Efficiency in the criminal justice system	Overall cost of the CJS per person (i) proceeded against (ii) found guilty or admitting guilt (iii) not guilty Further refinement of these may be needed		31/03/02	Systems in place to produce data
(CJS)	Increase public confidence in the fairness of the CJS	Level of confidence		31/03/02	Results published in BCS 2000. Waiting to be published in Research Findings. Several areas of work, including: evidence gathering and promulgation; consultation via workshops; ensuring confidence issues recognised in policy initiatives

Aim	PSA target or other measure	Performance indicator	Target outturn	Target date	Latest outturn
(CJS)	Ensure just processes and just and effective outcomes	To ensure just processes and outcomes		31/03/02	Data to be used now identified
(CJS)	To respect the rights of defendants and to treat them fairly	Rights of defendants	100% improvement of targets in basket of measures	31/03/02	Measures developed
Aim 3		Number of organised criminal enterprises disrupted	1. Establish baseline 2. Introduce target	1. End 2000 2. 04/2001	Organised Crime Notification (OCN) survey introduced 09/2000 to establish baseline. Results 03/2001
	Effective, well co-ordinated and proportionate counter-terrorist policies	Bring Terrorism Act into force		01/2001	Terrorism Act implemented 02/2001
	Develop closer and more effective international co-operation to counter terrorism	Degree to which progress in EU, G8, UN and bilaterally is made	1. Ratify Terrorist Funding Convention 2. Ratify Bombing Convention	1. 01/2001 2. 01/2001	UK signed both conventions. Provisions in Terrorism Act will allow ratification
(Drugs)	Increase by 10% the amount of assets identified from drug traffickers and secured	Amount remitted to Consolidated Fund in satisfaction of confiscation orders under the DTOA 86 and DTA 94	£10,403,800	03/2000	£10,483,000 seized (just over 10% increase)
(Drugs)	Increase by 5% the number of trafficking groups disrupted or dismantled primarily involved in class A drugs	The number of such groups disrupted or dismantled primarily involved in class A drugs	5% increase	03/2001	17% more disrupted April – December 2000 than in same period previous year
(Drugs)	Increase class A drugs prevented and seized by 10%	Total number of seizures of heroin, cocaine, crack, ecstasy-type, LSD or other class A drugs	1. 31,319 in 1999 2. Increase on 1999 outturn	1. 12/1999 2. 12/2000	28,472 in 1998 Seizure figures for 1999 being analysed. Publication of a report 03/2001
(Drugs)	Increase by one third the amount of assets identified from drug traffickers and secured	Amount remitted to Consolidated Fund in satisfaction of confiscation orders under the DTOA 86 and DTA 94	£12,610,667	03/2002	£10,483,000 03/2000 (next milestone 03/2001)

Aim	PSA target or other measure	Performance indicator	Target outcome	Target date	Latest outcome
Aim 4	Reconviction rate for offenders serving prison sentences	Two-year reconviction rate for offenders serving prison sentences	25% reduction by 2005	01/4/2003 (data due 2005)	Target published 07/2000. No data yet
	Ensure no escapes of category A prisoners	Number of category A escapes	0	03/2001	Zero escapes
	Maintain low level of escapes from prison and Prison Service escorts	Escapes as a proportion of the average prison population	<0.05%	03/2001	0.03% (17 escapes) to 01/2001
	Maintain low level of escapes from prison – contracted-out escorts	Rate of escapes from contracted-out escorts expressed as a ratio of prisoners handled	Better than 1:20,000	03/2001	1:19,861 (53 escapes) to 01/2001
	Reconviction rate for offenders serving community sentences	Two-year reconviction rate for offenders serving community sentences	5% reduction by 2004 compared to predicted rate	2004	Target published 07/2000
	Reduce reconviction rate of children and young people (as a proxy of reoffending)	Reconviction rate for 1) young offenders 2) persistent young offenders	5% reduction for all young offenders by 2004	03/2004	First figures due 01/2002
	Number of offenders completing accredited programmes in the community	Number of offenders completing accredited programmes	60,000 offender completions	03/2004	First programme accredited and national roll-out begun
	Completions of accredited offender behaviour programmes in prison	Number per year	5000 by 2001 6000 by 2002	03/2002	4034 (01/2001)
	Completions of accredited offender behaviour programmes for sex offenders	Number per year	1020 by 2001 1100 by 2002	03/2002	332 (01/2001)
	Improve literacy and numeracy skills of prisoners discharged from their sentence	Reduction in the proportion of prisoners discharged who are at level 1 or below in literacy and numeracy skills	To reduce by 10% the proportion of prisoners discharged who are at level 1 or below for literacy and numeracy skills. Literacy target for 00-01=52.8%, numeracy target for 00-01=61.9%	03/2001	Literacy <= Level 1 76.1% Numeracy <= Level 1 68.4%
	Rate of positive results from mandatory random drug tests	Rate of positive results from mandatory random drug tests	16.00%	03/2002	12.5% (01/2001)
	Access to voluntary drug testing	Access to voluntary drug testing (number per year)	To deliver 28,000 prisoners to a voluntary drug testing compact by 03/2001		65,077 prisoners have signed compacts 01/2001

Aim	PSA target or other measure	Performance indicator	Target outturn	Target date	Latest outturn
	A reduction in the level of reoffending by drug misusing offenders	Proportion of offenders on post-release supervision referred to drug treatment	Being established	03/2001	Collection of CARATs data has been delayed. No agreed system for data collection in place
	Pilot drug treatment and testing orders	Pilot drug treatment and testing orders	8,500 orders	03/2002	DTTO rolled out to all courts in England and Wales 10/2000
(Drugs)	Evaluate probation and court referral schemes	Publication of DTTO and comparison sites evaluation report	Completion, publication and incorporation into future policy development	Ongoing evaluation report 07/2000	Final evaluation report published 10/2000
(Drugs)	Significant expansion of probation and court referral schemes in line with emerging evidence from the drug testing and treatment order pilots and other studies	Numbers of new schemes and activity levels	Expansion of schemes through roll-out of DTTO; approx. 8,500 orders made by 2002	03/2002	Roll-out of DTTO 10/2000
(Drugs)	Have established CARATs, the basic treatment framework to improve the assessment, advice, throughcare and support of prisoners, and put in place more and better quality treatment programmes	Number of prisons with: (a) CARATs and (b) Rehabilitation programmes	a = 100% b = 49	03/2000	CARATs now available in every prison. All new Treatment of Services operational by end 06/2000, bar one. Therapeutic community 09/2000
(Drugs)	Ensure that the CARATs annual caseload reaches 20,000; that there are 30 new prison-based rehabilitation programmes, and that 5,000 prisoners a year go through treatment programmes	(a) Number of CARATs cases (b) Number of new rehabilitation programmes (c) Number of prisoners participating in treatment programmes	a = 20,000 b = 30 c = 5,000	03/2002	a = 37,000 b = 33 c = 3,107
(Drugs)	Have developed and implemented a model to assess the levels and routes of supply drugs within prisons	Development of model and roll-out	N/A	03/2002	Intelligence project completed
	Increase efficiency of the Probation Service	(a) % annual efficiency improvement (b) Equivalent cash value of 4% efficiency target	(a) 4% annual efficiency improvement (b) £53.36m	03/2002	7.2% efficiency improvement 98/99 from 97/98. Improvement maintained during 1999–2000

Aim	PSA target or other measure	Performance indicator	Target outcome	Target date	Latest outcome
Aim 5	– Promote an inclusive society with equal rights, responsibilities and opportunities for all	An increase in the quantity and quality of voluntary and community activity	Provide current data on voluntary and community activity during 2000–01 from BCS findings		Work on course to maximise number of employers giving their employees one day's paid time off and to launch a National Experience Corps by 04/2001  Date produced 01/2001
	Increase ethnic minority representation in the Home Office and its services	Numbers employed at all levels	The Home Secretary's employment targets		First Annual report published 10/2000
	– Modernise the constitution and increase public participation and confidence in the democratic process	Public confidence in the democratic process			New legislative arrangements for party political funding passed and Independent Electoral Commission established
Aim 6	Reduce asylum appeals decision times	Imputed waiting time (number of outstanding cases/cases decided in latest month)	4 months or less	04/2001	LCD PSA target
	Reduce asylum decision times (Home Office target)	% decided within 2 months	70%	03/2001	40%
	Increase completions of nationality applications	Annual number	91,000	03/2001	67,900 Apr–Dec
	Increase numbers of asylum decisions	Annual number	130,000–150,000	03/2001	86,000 Apr–Dec
	Reduce the unit cost of immigration port checks	Unit cost in real terms (£)	£5.17	03/2001	£4.65
	Increase the number of after-entry decisions	Annual number	205,000	03/2001	208,000 Apr–Dec
	Remove more failed asylum seekers	Annual number	12,000	03/2001	6,854 Apr–Dec
Aim 7	Reduce the incidence of fire-related deaths in the home	20% reduction in accidental fire-related deaths in the home per year, averaged over past 5 years	To reduce to an average of 304 per annum by 03/2003	31/03/04	316 Apr 99–Mar 00 (target for 00/01 327)
	Reduce the number of fires below the number predicted by current trends	Number of fires per year	<633,500 (target to reduce no. of fires below no. projected on an increasing trend)	31/03/02	487,400

<b>Aim</b>	<b>PSA target or other measure</b>	<b>Performance indicator</b>	<b>Target outturn</b>	<b>Target date</b>	<b>Latest outturn</b>
	Develop and implement fire cover standards		2002 onwards		Findings delivered
	Improve fire service efficiency	2% annual efficiency savings	£81.2 million	01/03/02	Estimated £18.5 million saved up to 12/2000. 2% efficiency savings built into spending reviews
Productivity	Correspondence responded to within agreed targets	% of public correspondence responded to within 20 days of receipt	95%	03/2001	77% (target for 10/2000 75%)
	Reduce staff sickness rates from current levels; reduce by 24% by December 2001, reduce by 33.7% by December 2003	Average number of working days absence per staff year	6.8 days	12/2003	7.1 days (01/2001)
	Proportion of business undertaken electronically	Separate indicators are being developed for each of 7 key areas of business. The target is the % take-up overall within these 7 areas	25% of services delivered to public and businesses to be available electronically	12/2002	HO e-business strategy published. 53% services currently available electronically
	Efficiency of procurement	Benchmarked unit cost	Price changes to be contained within limits of annual inflation/ deflation subject to any unforeseen market movements	Continuous	Contract in place. Review planned
	Departmental efficiency	3% annual improvement	£197 million	03/2002	3% target achieved in 1999/2000



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## Section 2 )

Home Office  
organisation

Building a safe,  
just and tolerant society

# Home Office organisation

## Ministerial responsibilities

Home Office Ministerial responsibilities are listed below:



**Home Secretary**  
**The Rt Hon Jack Straw MP**

Overall responsibility for the work of the Home Office, Royal Matters, Civil Emergencies, Security, Terrorism, Expenditure Issues



**Minister of State and Deputy Home Secretary**  
**The Rt Hon Paul Boateng MP**

Prisons, Probation, Coroners, Family Policy, Active Community, Mentally Disordered Offenders, Domestic Violence



**Minister of State**  
**Charles Clarke MP**

Criminal Policy, Crime Reduction, Police Policy, Organised and International Crime, Action against Drugs



**Minister of State**  
**Barbara Roche MP**

Immigration and Asylum, Nationality, UK Passport Agency, EU Matters



**Parliamentary Under-Secretary of State**  
**Mike O'Brien MP**

Constitutional Issues, Freedom of Information, Fire and Emergency Planning, Race Relations, Animals, Liquor Licensing, Gambling Law, Data Protection



**Parliamentary Under-Secretary of State**  
**Lord Bassam of Brighton**

All Home Office business in the House of Lords, Prisons and Probation (supporting Paul Boateng), The Metropolitan Police (supporting the Home Secretary), Policy on Police Discipline, Police Complaints and Police Training (in support of Charles Clarke), Measures to Combat Football Hooliganism, Judicial Co-operation and Extradition, Alleged Wrongful Convictions, Bribery and Corruption, Obscenity and Video Classification, Channel Islands and Isle of Man, Home Office productivity targets, Modernisation and Communication

## Directorate responsibilities

The Permanent Under-Secretary of State is responsible for leading the delivery of the Home Office aims and objectives. Until January 2001 Sir David Omand was our Permanent Secretary of State; unfortunately, he was forced to stand down due to illness. Until Sir David is replaced, John Warne, Director-General, Organised and International Crime, is the acting Permanent Secretary.

Each of the seven agreed aims has a lead Director as aim owner, responsible for leading the delivery of the aim, and accountable for achieving the key targets specified in the Public Service Agreements. The delivery of the seven aims is upheld by the work of the support Directorates.

The Departmental structure is shown below:



## Executive agencies

The Home Office includes four executive agencies:

A Chief Executive directly accountable to the Home Secretary leads each agency. Each Chief Executive is directly responsible for the performance of their agency. They are:

Martin Narey	HM Prison Service	<a href="http://www.hmprisons.gov.uk">www.hmprisons.gov.uk</a>
Dr Janet Thompson	HM Forensic Science Service	<a href="http://www.forensic.gov.uk">www.forensic.gov.uk</a>
Bernard Herden	HM United Kingdom Passport Agency	<a href="http://www.ukpa.gov.uk">www.ukpa.gov.uk</a>
Terry Glossop	HM Fire Service College	<a href="http://www.fireservicecollege.ac.uk">www.fireservicecollege.ac.uk</a>

### The Prison Service

The Prison Service is responsible for providing prison services in England and Wales, both directly and through contractors. Its main statutory duties are set out in the Prison Act 1952 and rules made under that Act.

The Prison Service accounts for approximately 15% of the total resources for the CJS, playing a key role in that system. The Prison Service works in pursuit of Home Office Aim 4 and makes important contributions towards other aims. The two objectives set for the Prison Service are:

- To protect the public by holding in custody those committed by the courts in a safe, decent and healthy environment.
- To reduce crime by providing constructive regimes, which address offending behaviour, improve educational and work skills and promote law abiding behaviour in custody and after release.

### The Forensic Science Service

The Forensic Science Service is principally responsible for supplying scientific support for criminal investigations and for providing expert evidence to the courts, in addition to providing expertise in the investigation, detection, prosecution and deterrence of crime. The Service has an important role to play in the delivery of Home Office aims. The objective set for the Service is:

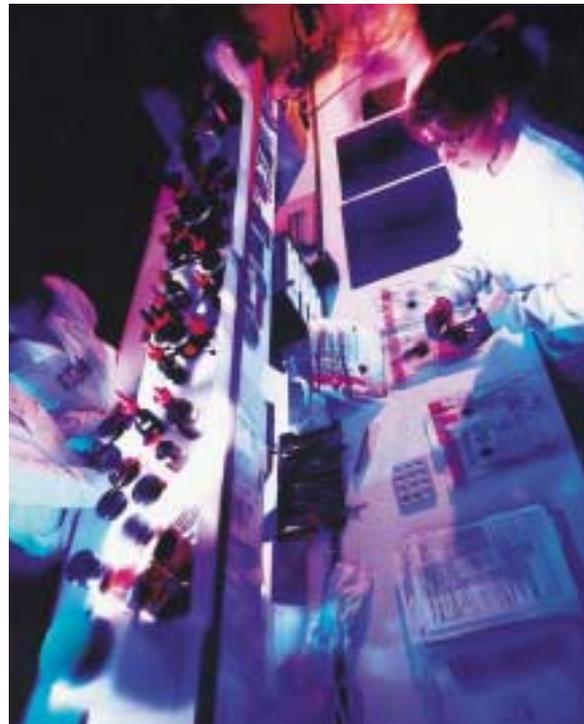
- To exploit forensic science more effectively, to detect crime and criminals thereby contributing to crime reduction, deterrence and prevention.



### The UK Passport Agency

The UK Passport Agency supports the delivery of Home Office Aim 6, and is responsible for providing passport services for British nationals in the United Kingdom promptly and economically. The Agency's objectives are:

- To maintain the integrity of the UK passport.
- To monitor the incidence and nature of passport fraud and take appropriate preventative measures.
- To provide passport services within agreed performance targets set by the Home Secretary, with priority given to urgent travel needs.
- To deal promptly, courteously and efficiently with written, telephone and personal enquiries from the public on passport matters.
- To provide advice and guidance to the public on passport matters.
- To ensure that the passport service meets the needs of its customers in accordance with the principles of the Citizen's Charter.



### The Fire Service College

The Fire Service College works in support of Home Office Aim 7. The College is a purpose-built national residential training centre for the UK Fire Service. In addition the College provides training for various other UK and overseas markets. The College's aim is:

- To provide affordable, competitively priced and best value training to help deliver a safer society.



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## Section 3 )

Delivering better  
public services:  
achievements  
in 2000

**Building a safe,  
just and tolerant society**

Reducing crime and disorder is the Home Office's top priority. Over the last 12 months we have been working closely with our partners to identify and deliver effective crime reduction measures, to support the police and local authority activity and to harness developments in technology.

Overall crime measured by the British Crime Survey 2000 fell by 10% from the time of the previous measurement in 1997 to 1999, with significant reductions in the key categories of vehicle crime and domestic burglary. According to the British Crime Survey the level of concern about crime remained relatively stable between 1998 and 2000. Details of the latest recorded crime statistics are set out below in the progress report.

The Policing and Crime Reduction Group was created in June 2000 to bring together operational and policy areas in the Home Office in support of a concerted effort to reduce crime. The new Group has a major focus on local delivery. An interactive crime reduction web site, and new regional teams have been put in place to help local partnerships achieve the best results possible. From April 2000 police authorities have set for themselves challenging targets to cut vehicle crime by 30% by March 2004, domestic burglary by 25% by March 2005 and robbery in our principal cities by 14% by March 2005. Targets in the same areas will be set by local authorities from April 2001.

**John Lyon**  
Director General – Policing and Crime Reduction



## Aim 1: Reduction in crime, particularly in youth crime, and in the fear of crime, and the maintenance of public safety and good order.

### Objectives and targets

Objectives/supporting objective	Performance measure	Targets and milestones 2000–01	Latest outturn
1 To reduce crime, particularly youth crime, and the fear of crime	Levels of recorded crime	Overall objectives are detailed below and specific targets are to be set at a local level. Publication of recorded crime statistics 07/2000 and 01/2001. Publication in 07/2000 of Her Majesty's Inspectorate of Constabulary (HMIC) thematics on: (i) crime reduction and (ii) the use of forensic science and technical support to reduce crime. Publish proposals for measuring the economic cost of crime by 07/2000	Recorded crime statistics published 07/2000 and 01/2001. Recorded crime statistics fell by 0.2% overall in the 12 months to 09/2000 compared with the previous twelve months. Vehicle crime fell by 7%, domestic burglary fell by 10%, robbery increased by 21% (although robbery rate of increase slowing down in second half of year). HMIC thematics on: crime reduction, published 07/2000, forensic science, published 07/2000, the economic costs of crime, published 12/2000

Objectives/supporting objective	Performance measure	Targets and milestones 2000-01	Latest outturn	
1	Fear of crime as measured by the BCS <b>PSA</b>	Publication of BCS 10/2000	BCS 2000 showed decrease in fear of crime in key categories of violent crime, vehicle crime and domestic burglary, although this was only statistically significant for violent crime. Overall fear of crime has remained relatively stable	
1.1	To reduce the level of vehicle crime	Levels of thefts of and from vehicles recorded by the police <b>PSA</b>	30% reduction by 03/2004 of which 3% to be completed in 2000-2001	7.2% reduction in vehicle crime for period 05/1999-09/2000
1.2	To reduce the misuse of illicit drugs and associated crime	Coverage of police custody suites by face-to-face arrest referral schemes <b>PSA</b>	75% coverage by 03/2001 and 100% coverage by 03/2002	67% of forces have fully operational schemes (12/2000)
		Proportion of arrestees testing positive for heroin, and/or cocaine/crack	Full baseline to be established 03/2001 Reduction of 3 percentage points by 03/2002	First report on half-year performance received and being analysed in order to set meaningful target
		Extension of drug testing across the CJS in line with phased roll-out programme	Pilots to run from spring 2001	Draft project plans for pilots completed. Provisions enacted in Criminal Justice and Court Services Act
1.3	To reduce residential burglary and the fear of burglary	Number of effective security measures installed in pensioner households in high crime areas covered by DETR Home Energy Efficiency Scheme	Up to 150,000 households covered between 06/2000 to 03/2002	Schemes started in 06/2000: 1st surveys undertaken in 07/2000; 1st installations in 08/2000. Over 11,000 security jobs referred to registered installers
		Recorded crime rate for residential and non-residential burglary in areas covering 2,000,000 high risk homes	Fall in recorded burglary crime by 4,000 in households covered by burglary schemes by 03/2001	Initial results show 26% decrease in burglary in Reducing Burglary Initiative areas. 238 projects supported

Objectives/supporting objective	Performance measure	Targets and milestones 2000–01	Latest outturn	
1.4	Manage the crime reduction funding to obtain evidence about what is effective in reducing crime	<p>Number of initiatives included in the programme</p> <p>Number of CCTV projects/ amount of coverage in high crime areas</p>	<p>Actual number of initiatives meeting declared crime reduction objectives</p> <p>Number of CCTV projects in place and evaluated as being effective</p>	<p>18 out of 19 initiatives under way. Over £200million committed to over 1,000 projects</p> <p>Over 750 bids received in second round of bidding. Final selection of Round 1 bids for evaluation completed</p>
1.5	To reduce violent crime and sexual offences – particularly against vulnerable groups <b>PSA</b>	<p>Level of recorded robbery</p> <p>Level of public awareness of domestic violence, quality of agencies' response and reliability of available data</p> <p>Number of employers and licensing bodies registered in order to protect the public from dangerous or known offenders</p> <p>Number of criminal offences involving firearms</p>	<p>Reduction in recorded robbery level; targets set at local force level</p> <p>Delivery of the action points in Living Without Fear (LwF); issue new police circular 04/2000; select and begin Crime Reduction Programme (CRP) projects 06/2000; evaluation of CRP projects by 03/2002</p> <p>Establishment of the Criminal Records Bureau (CRB) by 03/2001. Commence issue of Enhanced Criminal Record Certificate by 07/2001</p> <p>3% annual reduction in the number of offences involving firearms – response to Home Affairs Select Committee by 07/2000</p>	<p>8% rise in violent crime in 01/2001 crime statistics – rate of increase slowing</p> <p>All Home Office-led, activity described in LwF has now been undertaken, is under way or has been incorporated into policy and has been supplemented by further policy initiatives in line with LwF</p> <p>CRB launch seminars with registered bodies undertaken</p> <p>1999–2000 saw 22% rise in firearms in crime – remedial action to be developed. Response to the select committee's report was published 10/2000</p>
1.6	To support Crime and Disorder Act partnership working	The performance of statutory partnerships	Publication of recorded crime data at partnership level; HMIC thematic by 07/2000	The assessment of partnership reports is nearing completion. HMIC Thematic published on 26 July 2000. All Crime Reduction Directors now in post. Three crime reduction toolkits issued 01/2001; remaining toolkits to be rolled out by 03/2001

	Objectives/supporting objective	Performance measure	Targets and milestones 2000-01	Latest outturn
2	To maintain public safety and good order	<p>Level of serious or persistent public disorder</p> <p>Number of football related offences</p> <p>Level of road traffic and moving vehicle crime and associated casualties</p> <p>Conviction-vetting and licensing by supervisory authority of all private security employees</p>	<p>Reduction by 03/2002 in incidents of disorder as reported by the police</p> <p>Reduce football related offences by 200 by 03/2001 from baseline of 3,341</p> <p>Long-term target of 40% reduction by 2010 in those killed and seriously injured on the roads announced by DETR in 03/2000; targets to be set with DETR by 06/2000</p> <p>Publish draft bill and consultation paper by 07/2000</p>	<p>Target to be established by 04/2001</p> <p>As at 12/2000, 669 banning orders in force</p> <p>New legislation in force and guidance issued on legislation</p> <p>Fixed penalty S1 came into force 11/2000. Report of review of penalties for traffic offences published 01/2001</p> <p>Second reading of Private Security Bill took place 12/2000</p>
3	To improve police efficiency	<p>2% increase in resources available to front line policing through efficiency gains <b>PSA</b></p> <p>Extent of the Best Value initiative take up across all police forces</p> <p>Efficient pension scheme for new entrants and revised arrangements for ill-health pensions and injury awards for existing officers</p>	<p>All forces to report on achievement in financial year 1999-2000 by 07/2000 and progress in Q1 financial year 2000/01 by 10/2000 on achievement of an overall target of £150 million across all forces</p> <p>BV performance plans to be available from 04/2000; HMIC undertake BV inspections from 07/2000. Police authorities to report on performance under BV by 03/2001</p> <p>Consultation on proposals by 07/2000 and new regulations finalised by 03/2001</p>	<p>Final outturn for 1999-2000 showed all police forces had identified at least 2% efficiency – national average 2.46% (£184m)</p> <p>Best Value plans issued in 03/2000. Inspections started 01/2001</p> <p>Work on proposals identified, need for more work – now being undertaken</p>
4	To improve police effectiveness <b>PSA</b>	Effectiveness of investigation and prosecution through the development and implementation of scientific, technological and other support	Delivery of PITO services as set out in PITO business plan PSRCP pilot launch 10/2000, evaluate pilot and commence roll-out by 04/2001; NAFIS rolled out to all forces by 04/2001; complete NSPIS software development for commencement of roll-out to forces by 04/2000	NSPIS delayed due to problems with supplier's development of applications. Project audit completed. Project management being centralised under PITO. Revised plan in preparation

Objectives/supporting objective	Performance measure	Targets and milestones 2000-01	Latest outturn
4		Expansion of DNA database launched 04/2000	By 09/2000 over 1million
		An additional 216,000 CJ profiles and 36,000 crime scene profiles to be added to the database in each of 2000/01 and 2001/02	samples added to DNA database. Planning for phase 2 under way for launch 04/2001
		Development of R&D solutions to policing problems as set out in PSDB business plan	Fingerprint handbook published; draft feasibility report on roadside breathalyser completed. Work on other milestones is well advanced  Criminal Justice and Police Bill under consideration by Parliament
	Specific improvements in police training	Establish national training organisation by 04/2001; publish draft bill and consultation paper by 07/2000; national training standards by end 2001	Revised timetable for implementation prepared
	Effective operation of the crime fighting fund scheme to deliver front line officers to fight crime	2000 officers trained by, or in training at, end 03/2001	Forecast that 2,750 officers will be trained or in training by 03/2001
	Improved police performance by introducing a risk-based inspection model and a pilot programme	Introduce risk-based inspection model in 04/2000. Pilot programme of inspections Basic Command Unit (BCU) between 04/2000 and 06/2000	Met. Carried out pilots and field tests. BCU inspections will be rolled-out from 04/2001

## Progress to December 2000

- Recorded crime figures in the 12 months to September 2000 show an overall decrease of 0.2% compared with the previous 12 months. Vehicle crime fell by 7% and domestic burglary by 10%. Robbery increased by 21%, although the rate of increase was slowing down in the second half of the year.
- The British Crime Survey 2000 showed a decrease in the fear of crime since the last survey in the three key categories of violent crime, vehicle crime and domestic burglary, although this was only statistically significant for violent crime.
- There has been continued development of the Crime Reduction Programme to identify what works in reducing crime and its causes. By December 2000 over £200 million had been allocated to over 1,000 projects, including over 230 burglary reduction projects, 350 CCTV schemes and 50 targeted policing projects.
- All the Crime Reduction Directors – nine in England and one in Wales – are now in post and are working closely with local crime and disorder reduction partnerships to reduce crime in their regions. They provide a new link between central policies and local delivery and at the same time are establishing the importance of crime reduction in other areas of regional government business such as regeneration and social inclusion.
- Crime Reduction Toolkits are being rolled out on the crime reduction web site ([www.crimereduction.gov.uk/toolkits](http://www.crimereduction.gov.uk/toolkits)) and we expect all 22 to be rolled out by March 2001. These toolkits aim to provide local crime and disorder reduction partnerships with an effective and proven approach to dealing with individual offences and aspects of criminality in their partnership area.
- The Crime Fighting Fund was established to recruit 9,000 police officers in the three years from April 2000 over and above numbers forces would otherwise have recruited - we expect to recruit most of the first-year allocation of 3,000 additional officers by March 2001.
- The national DNA database is being expanded – by September 2000 one million samples were on the database.
- The National Automated Fingerprint Identification System (NAFIS), with the ability to make over one million fingerprint comparisons every second, is on target for introduction to all police forces by March 2001.
- The 'Chipping of Goods' initiative is intended to demonstrate that positive identification of the owner of goods from the point of manufacture through to the end customer has both crime reduction and business benefits. Forty-five companies submitted bids for funding. It is anticipated that up to 10 projects will be funded, encompassing the most significant product sectors, including alcohol, mobile phones, computers and domestic electrical equipment.
- We are on course to establish the Criminal Records Bureau in March 2001, with registration to commence the following month.
- Three major pieces of legislation, the Private Security Industry Bill, the Vehicles (Crime) Bill and the Criminal Justice and Police Bill, were introduced in the Queen's Speech in December 2000.
- Football-related offences totalled 3,341 in the 1999/2000 season. This was a reduction of 204 on the previous year. By 31 December 2000, 669 football banning orders were in force. The Football (Disorder) Act 2000 received Royal Assent on 28 August 2000. It enables the police and the courts here to take responsibility for tackling English football disorder overseas.

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## Case study Friar Park Estate, Sandwell, West Midlands

Friar Park is a post-war, low-rise estate of over 1,200 households lying on the outskirts of Wednesbury town centre. The local Crime and Disorder Reduction Partnership had identified the estate as a crime hotspot with high incidences of disorder and anti-social behaviour. Fear of crime is also a problem, with empty properties difficult to let to new tenants because of the estate's reputation as a high crime area.

Over £350,000 was awarded to the local Partnership under round 1 of the CCTV initiative for 13 cameras and associated monitoring equipment to view secluded and isolated areas of the estate. The scheme was designed primarily to deal with the significant crime problems on the estate including burglary, drug and alcohol related crimes, racial harassment and vehicle crime. Other local crime reduction measures which complement the new system include existing neighbourhood watch schemes, and a gardening and fencing scheme (part funded by the New Deal for Communities programme) which is enhancing the environment and security on the estate by reducing the access and escape routes and hideaways. Sandwell Council is also using the cameras to monitor tenancy agreements.

Local support for the scheme was a prerequisite for securing Home Office funding to install CCTV cameras in residential areas. The Partnership fulfilled this requirement by carrying out extensive consultation with residents and received overwhelming support for the scheme, including a petition from 100 residents.

**The cameras were switched on at the beginning of October 2000. In the first three months of operation, Sandwell Council and the local police had already noticed lower levels of anti-social behaviour, while tenants were reporting feeling safer around the estate.**

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## Case study DNA expansion programme

In September 1999, the Prime Minister announced plans for the provision of 'extra resources for a database where every known offender will have their DNA recorded and evidence from any scene of crime will be matched to it'. The expansion of the national DNA database should facilitate an increase in detection, speed up identification, lead to earlier arrests and increase both convictions and confidence in the accuracy of the judicial system through sound convictions; the ultimate longer-term aim being a reduction in crime. The database is managed and operated on behalf of the police by the Forensic Science Service. It became operational in April 1995 in respect of England and Wales.

The first phase of the project to expand the database commenced in April 2000 with a grant of £34 million from the Capital Modernisation Fund to double, by April 2002, the rate of entry of criminal and crime scene profiles on the database. The project is on course to achieve this growth. There should be circa 1.5 million criminal profiles and 140,000 crime scene profiles by this target date.

In addition, to enable more rapid expansion of the database, the Prime Minister announced in August 2000 further funding of £109 million. This second phase funding will come on stream from April 2001. It will accelerate the expansion of the database so that it contains profiles for the whole criminally active population by April 2004 (roughly estimated at three million). The Home Secretary also subsequently announced in September 2000 a further £59 million to help the police collect samples at a greatly increased rate.







✓ The strategic response to terrorism, organised crime and threats to national security was enhanced during the year through a number of work programmes. A major piece of legislation was passed to protect the public from all forms of terrorism and terrorist groups. To keep pace with new technology and the increasing threat of crime on the Internet, we brought up to date the law on the interception of communications, covert surveillance and the decryption of electronic data. The new legislation also ensures that individuals' rights are protected and is fully compliant with the Human Rights Act.

We have also enhanced the operational response. New targets have been set to disrupt more organised crime groups. Attacking their profits is an important dimension. A comprehensive package of measures has been drawn up to recover the proceeds of crime and tackle money laundering in the UK. European-wide action on money laundering and confiscating criminal assets was also agreed. We continue to work closely with other countries to secure more effective cross-border policing, international law enforcement, and judicial co-operation.

John Warne was Director General of the Organised and International Crime Directorate until January 2001. I became Acting Director General when John became Acting Permanent Secretary of the Home Office. ✓

**Kate Collins**

Acting Director General – Organised and International Crime

## Aim 3: Prevention of terrorism, reduction in other organised and international crime, and protection against threats to national security.

### Objectives and targets

Objectives/supporting objective	Performance measure	Targets and milestones 2000–01	Latest outturn
1 To prevent acts of terrorism in Great Britain	Effective, well co-ordinated and proportionate counter-terrorist policies <b>PSA</b>	Bring Terrorism Act into force by 01/2001	Act brought into force 02/2001. Three draft codes on operation of the Act published (12/2000)
	Closer international co-operation <b>PSA</b>	1. Ratify Terrorist Funding Convention by 01/2001 2. Ratify Bombing Convention by 01/2001	UK has signed both conventions. Provisions in Terrorism Act will allow ratification
	Counter-terrorist services to public figures at risk; and to the police and other agencies; measured by customer satisfaction with quality	Customer satisfaction with quality to be no less than 1999–2000	On target, but for security reasons, detailed performance indicators are not made public

Objectives/supporting objective	Performance measure	Targets and milestones 2000-01	Latest outturn	
	Development of scientific and technological aids according to agreed work plan	<ol style="list-style-type: none"> <li>1. Provide high level search activity to party conferences by 10/2000</li> <li>2. Measured performance against agreed work plan</li> <li>3. Increase in public safety through enhanced detection capability for weapons, drugs and explosives at vulnerable points</li> </ol>	All NTSU operational support activities successfully completed on schedule. Most other counter-terrorist technological projects on course	
2	<p>Improve ability to reduce serious and organised crime as measured by disruption of organised criminal enterprises</p>	<p>Percentage increase in number of groups under investigation,</p> <ul style="list-style-type: none"> <li>– in respect of which arrests have been made,</li> <li>– in respect of which prosecutions have been brought,</li> <li>– which have been dismantled <b>PSA</b></li> </ul>	<p>Establish baseline by end 2000 – target to be introduced by 04/2001</p> <p>Agreement to strategy implementation plan by Organised Crime Strategy Group by 06/2000</p>	<p>PSA target established: 10% increase in criminal enterprises disrupted in three-year period commencing 2001-02</p>
	Percentage increase in the number of drug trafficking groups disrupted or dismantled which are primarily involved in class A drugs	Increase the number of drug trafficking groups disrupted or dismantled primarily involved in class A drugs	In 2000/01, 17% increase on same period (1999-2000): Total: 172 (147) NCS 118 (112) HMCE 54 (35)	
	Development of scientific and technological aids according to agreed work plan (see objective 1)	Improvement in value of evidential systems and techniques for detection and investigation of serious and organised crime	Scientific and technological programme/project milestones either met or on course	
	More effective confiscation and civil forfeiture procedures measured by number of confiscation / forfeiture orders made and volume of assets realised	10% increase in the amount of assets secured under present legislation – further target to be identified. Legislation to be introduced as soon as Parliamentary time allows	Draft Bill published 03/2001. New Asset Recovery Committee established	

Objectives/supporting objective	Performance measure	Targets and milestones 2000-01	Latest outturn
3 To provide more effective international law enforcement and judicial co-operation	Number of requests for extradition, confiscation, and mutual assistance, made, received and completed	Increase in annual figures by 03/2001	Number of requests (a) made (b) received (c) completed, in Q1+2+3 (1999-2000) figs in brackets): <i>Extradition</i> (a) 54 (56) (b) 59 (101) (c) 92 (132) <i>Confiscation</i> (a) 36 (45) (b) 8 (9) (c) 27 (29) <i>MLA</i> (a) 1147 (1,630) (b) 1602 (2,367) (c) 1866 (3,032) No direct control over numbers of requests received
	Efficient and effective processing of extradition and mutual legal assistance (MLA) requests; measured by percentage of requests dealt with to required deadlines	<ol style="list-style-type: none"> <li>1. 100% (extradition)</li> <li>2. 90% of outgoing MLA requests to be transmitted within 10 working days of receipt</li> <li>3. 90% incoming MLA requests to be dealt with within 20 working days</li> </ol>	For 1999-2000: <ol style="list-style-type: none"> <li>1. 100%</li> <li>2. 87%</li> <li>3. 49%</li> </ol> In Q3: <ol style="list-style-type: none"> <li>1. 100%</li> <li>2. 58%</li> <li>3. 48%</li> </ol>
	Adoption and implementation of domestic bilateral and multilateral initiatives designed to facilitate judicial co-operation and to combat organised crime, measured by number of initiatives adopted and implemented	<ol style="list-style-type: none"> <li>1. Make proposals for legislation to implement international conventions by 10/2000 (extradition) and end 2000 (mutual legal assistance)</li> <li>2. Open negotiations with US and Canada to secure confiscation and asset sharing agreements by 07/2000</li> <li>3. Introduce International Criminal Court Bill into Parliament by 01/2001 if Parliamentary time permits</li> </ol>	Negotiations successfully concluded. Decision on exchange of information between Financial Intelligence Units – subject to issue of territorial scope (FCO lead). Negotiations opened with US and Canada to secure confiscation and asset sharing agreements. International Criminal Court Bill introduced into House of Lords 12/2000

	Objectives/supporting objective	Performance measure	Targets and milestones 2000-01	Latest outturn
4	To ensure effective oversight of the Security Service	<p>Delivery of effective Security Service accountability to the Home Secretary</p> <p>Co-ordinate and present satisfactory government response to Intelligence and Security Committee (ISC) report on the handling of the Mitrokhin Archive</p>	<p>Produce a satisfactory annual review of Security Service priorities and performance and set effective objectives by 06/2000</p> <p>Produce timely response to ISC report which satisfies the Home Secretary</p>	<p>Met</p> <p>Met. Debate in Parliament 06/2000</p>
5	To provide the means to intercept communications and to recover seized electronic data lawfully and effectively	<p>Casework service support to security, intelligence and law enforcement agency operations as measured by quality and timeliness standards laid down annually</p> <p>Maintenance and development of the interception capability measured by the degree of co-operation between law enforcement and industry</p> <p>Implementation of a new statutory basis for the interception of communications, including that of encrypted material</p>	<p>1. Process 5% more casework within existing standards</p> <p>2. No complaints to be received</p> <p>1. Six identified, specific initiatives to be worked jointly by industry and government – by 11/2000</p> <p>2. By 03/2001 begin implementation phase of contract to deliver National Technical Assistance Centre (NTAC)</p> <p>Secure enactment of Investigatory Powers Bill in 1999-2000 session</p>	<p>Service standards again proved difficult to maintain mainly because of the increase in the volume of applications. Recovery plan in operation</p> <p>A government/industry forum agreed to six major threats to law enforcement capability as a result of new technology and developed process for in-depth examination of these. Contract let for technical implementation team for NTAC</p> <p>Regulation of Investigatory Powers Act (RIP) gained Royal Assent in 07/2000</p> <p>Two consultation documents on RIP Act issued</p>

## Progress to December 2000



- The Terrorism Act 2000 was passed, improving our ability to protect the public from the threat of all forms of terrorism. The Act provides proportionate powers to the threats which the United Kingdom may face from terrorism and terrorist groups. The Act came into force in February 2001.
- New surveillance technology has been developed to improve the detection of serious and organised crime and defeat counter-surveillance measures. Development of systems for sophisticated video scene analysis is well advanced. New equipment to improve baggage x-ray security entered service during the year.
- Disruption of organised criminal groups remains a key priority. A major cross-cutting review on organised crime was carried out as part of the spending review 2000 and, as a result of its recommendations, improvements were made to the way in which strategy on organised crime is developed and co-ordinated across law enforcement agencies.
- Targets on the disruption of drug trafficking groups primarily involved in class A drugs were exceeded.
- The UK provided training and technical assistance to nine central and eastern European countries under twinning projects to assist with their preparations for joining the European Union.
- Targets on the confiscation of criminal assets from drug traffickers were achieved with assets over £10.4 million secured in the last financial year.
- The Government published a comprehensive report 'Recovering the Proceeds of Crime' setting out plans to implement a wide range of measures to tackle money laundering and recover criminal assets, including setting up a new Criminal Assets Recovery Agency. The Agency will set new targets for the seizure of illegal assets. Draft legislation published in March 2001.
- An Asset Recovery Committee, comprising senior representatives from law enforcement and prosecution services, the Financial Services Authority, Home Office, HM Treasury, and other government departments, had its first meeting in January to take forward a national cross-cutting strategy to recover the proceeds of crime.
- The Home Office played a major part in the first ever European Council on Justice and Home Affairs in October 2000 where detailed plans to combat money laundering were agreed. These include removing obstacles – like banking secrecy – to co-operation across borders in bringing money launderers to trial, extending Europol's remit to cover money laundering of proceeds from all forms of crime, and common penalties for money laundering.
- The UK signed the European Convention on Mutual Assistance in Criminal Matters in May 2000, making it easier to obtain evidence abroad for use in UK criminal courts, and enhancing the ability of our courts to deal with international criminals.
- The law on the interception of communications, covert surveillance and the decryption of electronic data has been modernised under the Regulation of Investigatory Powers Act 2000. The Act provides independent oversight and a clear avenue of complaint for people who believe their rights have been breached.
- A national hi-tech crime strategy has been developed to improve the capability of law enforcement to more effectively investigate crime where new technology is used. Implementation of the strategy will begin with funding of £25 million over the next three years.



## Case study

### Genocide and crimes against humanity

**In February 2000, the UK received from the International Criminal Tribunal for Rwanda (ICTR), a request for the arrest and delivery of suspected génocidaire Lt Col Tharcisse Muvunyi, whose presence in the country had come to notice. This was the first request of its kind in the UK and so became a first test of the relevant procedures.**

The ICTR request and arrest warrant were received on 5 February 2000. The papers charged Lt Col Muvunyi on five counts of genocide and other crimes against humanity. As the most senior military officer in the Butare and

Gikongoro prefectures of Rwanda, he was said, amongst other things, to have encouraged and facilitated the kidnap and slaughter of Tutsis, including refugees and Hutu moderates; as well as the rape and other acts of sexual violence against women and girls.

The request to the UK was actioned at once by the Home Office and by Bow Street Magistrates Court. The Metropolitan Police arrested Lt Col Muvunyi the same day at his address in south east London and took away a number of items of potential evidence. Within 48 hours, he had been brought before Bow Street, remanded into custody and an order made for his delivery to the Tribunal.

Lt Col Muvunyi exercised his right of appeal against the magistrate's decision. The grounds of challenge, which were both detailed and wide-ranging, were to

have been the subject of a High Court habeas corpus hearing in October 2000. On the day before, however, the appeal was withdrawn.

Lt Col Muvunyi was then taken from the UK under Metropolitan Police escort and delivered, along with the items of seized evidence, into the custody of the International Tribunal. He is currently held awaiting trial at the UN Detention Centre in Arusha, Tanzania where the Tribunal has its seat.

Forty-seven other fugitives from justice – two more than in any previous year – were surrendered by the UK during 2000.





These aims work together and in support of Aim 1, to protect the public, support victims and help reduce crime. The tables and progress notes which follow show some of the key achievements made in pursuit of these aims. These include fundamental reform of the Probation Service, no Category A escapes from prison, and pilot programmes for dangerous, personality disordered offenders. Delivery of youth justice has been speeded up, although there is still some way to go, and the wider youth justice reforms are on track. Important reviews of the criminal law (corruption, sex offences and sentencing) are either complete or on track.

All these, and many other objectives can only be achieved through hard, collaborative work between the Criminal Policy Group, front line services and their inspectorates including prison and probation, other government departments and bodies such as the Youth Justice Board, voluntary sector organisations and many others. I am very grateful to all those whose concerted efforts are moving in the right direction to deliver Aims 2 and 4.

**Sue Street**

Director General – Criminal Policy

**Aim 2:** Delivery of justice through effective and efficient investigation, prosecution, trial and sentencing, and through support for victims.

**Aim 4:** Effective execution of the sentences of the courts so as to reduce reoffending and protect the public.

### Objectives and targets – Aim 2

Objectives/supporting objective	Performance measure	Targets and milestones 2000–01	Latest outturn
1 Better service for victims and witnesses	Level of satisfaction (new survey measures to be introduced by 03/2000)	An improvement by 03/2002	Target set at 5% increase in victim/witness satisfaction by 03/2002. BCS used for victim satisfaction and new witness survey introduced

Section 3 ) Delivering better public services: achievements in 2000 ) Aims 2 and 4

	Objectives/supporting objective	Performance measure	Targets and milestones 2000-01	Latest outturn
1.1	Ensure that CJS agencies adhere to the 27 standards of service in the Victim's Charter	Compliance with standards	Monitor standards at Victim Support Group meetings 05/2000 and 11/2000	Measured by various supporting data including BCS surveys by other CJS agencies. Review of Victim's Charter began 06/2000 with aim of completion by spring 2001
1.2	Establish support services for victims and witnesses in the magistrates' courts to complement those in the Crown Court	Number established levels of witness satisfaction as measured by survey	40% coverage by 03/2001	Victim Support is on course to meet interim target of 40% coverage by 03/2001. 28% coverage 09/2000
1.3	Deliver 'Speaking up for Justice' plan	Adherence to targets in the plan	Implement most measures in the Crown Court by 12/2000. Implement remaining measures in Crown Court by autumn 2001	Prohibition of cross examination in person in rape cases implemented 09/2000. Other measures were implemented 12/2000
1.4	Monitor the performance of CICA/B/P against agreed targets and keep the scheme under review	Number of CICS applications resolved	85,000 by 03/2001	54,000 applications resolved (86% of target at this stage of the year) and 81.4% of 1,996 scheme cases receiving first decision within 12 months
		Percentage resolved within time targets	90% by 03/2001	
		Implementation of results of CICS consultation exercise	Ministerial announcement on possible changes spring 2000. First tranche of changes effective from 12/2000	
2	Tackle attrition in the criminal justice system	A resourced action plan to be agreed by CJS departments, Treasury and their Ministers	Target to be set by 03/2001	Funded programme to deliver the 100,000 extra crimes detected and en route to justice by 03/2004. Monitoring being put in place
2.1	Take forward 'Glidewell' recommendations on Criminal Justice Units (CJU)	Closer co-operation between police and CPS and better decision making	Establishment of CJUs nationwide from 04/2000	All plans now received and analysed. Forces and CPS area now drawing up detailed plans. First CJU opened in Bristol in 07/2000. At least nine 'Glidewell' co-located CJUs have now been rolled out

	Objectives/supporting objective	Performance measure	Targets and milestones 2000-01	Latest outturn
2.2	Implement attrition action plan	Measurable reduction in attrition, particularly in respect of burglary, sexual offences and vehicle crime	Target date for implementation 3/2001	Strategic Policy Group has established an inter-departmental attrition steering group
2.3	Better use of technology	Develop and implement scientific, technological and other support to improve the efficiency of investigation and prosecution	Delivery of PITO services as set out in PITO business plan  Expansion of DNA database launched 04/2000. An additional 216,000 CJ profiles and 36,000 crime scene profiles to be added to the database in each of 2000-01 and 2001-02	See Aim 1  See Aim 1. By 09/2000 one million samples had been added to DNA database. Planning for phase 2 under way for launch 04/2000
3	Reduce delay in the criminal justice system <b>PSA</b>	Time taken in days from arrest to sentence or other disposal	Reduction by 03/2002	Final measure being developed. HO work includes Narey measures, statutory time limits, work on persistent young offenders and probation reports
3.1	Speed up the time taken to deal with persistent young offenders <b>PSA</b>	Time in days from arrest to sentence	Reduce to 75 days by 12/2000 Reduce to 71 days by 03/2002	96 days at 11/2000. On course to meet 71-day target by 03/2002
3.2	Monitor Narey measures implemented on 1 November 1999 (magistrates' courts)	Time from charge to start of trial and number of adjournments	Shorter cases and fewer adjournments by 03/2001	Pilot data: 30 days charge-trial for adults, 37.9 days for youths; average number of hearings 2.1.  Final report to be issued to the trials issues group in early 2001
3.3	New procedures for indictable only offences	Time from charge to start of trial and number of hearings	Subject to evaluation, implement new procedures from summer 2000	Implementation of measures on a national basis commenced 01/2001
3.4	Statutory time limits pilots (STLs)	Proportion of cases dealt with within statutory time limits in pilots Number of: <ul style="list-style-type: none"> <li>• extensions sought and granted;</li> <li>• STLs breached;</li> <li>• proceedings reinstated</li> </ul>	Pilots are being monitored pre- and post-implementation of the Human Rights Act	STLs set at 36 days (initial time limit), 99 days (overall time limit) and 29 days (sentencing time limit). Pilots started in 11/1999 and will continue for 18 months

Section 3 ) Delivering better public services: achievements in 2000 ) Aims 2 and 4

	Objectives/supporting objective	Performance measure	Targets and milestones 2000-01	Latest outturn
3.5	Reduce delays in providing Probation Service reports to the courts	Proportion of pre-sentence reports (PSRs) delivered within 15 days, as required by national standards	90% to be within 15 days by 03/2001. Outturn data for 1999-2000 was 64%	This is a Probation Service KPI introduced in 1999-2000. The baseline is the performance in 1999-2000 against the National Standard of PSR delivery within 15 days; the outturn for 1999-2000 was 64%, an improvement of 4% over 1998-99
		Ratio of specific sentence reports (SSRs) to total PSRs + SSRs	20% achieved by 2001-02	No target set for this year
4	Greater efficiency in the criminal justice system <b>PSA</b>	Overall cost of CJS per person: (i) proceeded against; (ii) found guilty or admitting guilt; and (iii) not guilty		Systems in place to produce data for measures (i) and (ii) annually from 2000/01. Progress on measure (iii) awaiting agreement with SPG
4.1	Programme for improved information management throughout the criminal justice process	Targets as set out in IBIS implementation programme	Target date 03/2001 with quarterly reports on progress	IBIS risk management policy agreed 06/2000. Draft data protection and security policy agreed by CPS, LCD, Prison and Probation Service. Awaiting final Association of Chief Police Officers' agreement on information classification
4.2	Effective Area Criminal Justice Strategy Committees for local performance management	Set and implement strategy for effective Committees	Target date 03/2001	Conference held for Area Committee Chairmen. Conference to be held for committee members
4.3	Joined up strategic planning and performance management across the CJS as a whole	Publication of annual report and business plan	Publication of 2001-02 business plan for the Criminal Justice System (03/2001). Publication of 1999-2000 annual report on the criminal justice system (autumn 2000)	Annual report published. Publication of performance measures and targets programme in the CJS business plan for 2000-01: 02/2001
4.4	Improve police efficiency <b>PSA</b>	2% increase in resources available to front line policing through efficiency gains	All forces to report on achievement in financial year 1999-2000 by 07/2000 and progress in Q1 financial year 2000-01 by 10/2000 on achievement of target of £150 million across all forces	Final outturn for 1999 - 2000 showed all police forces had identified at least 2% efficiency - national average 2.46% (£184m)
		Best Value initiative to be satisfactory in every force area	Best Value performance plans to be available from 04/2000; HMIC to undertake Best Value inspections from 07/2000. Police authorities to report on performance under Best Value by 03/2001	Best Value plans issued 03/2000. Inspections due to start 01/2001

	Objectives/supporting objective	Performance measure	Targets and milestones 2000-01	Latest outturn
5	Increase public confidence in the CJS <b>PSA</b>	To achieve an improvement	Target to be set by 03/2001 for improvement by 03/2002	On course. Work includes: evidence gathering and promulgation; consultation via workshops; ensuring confidence aspects recognised in policy initiatives; developing new initiatives with Area Criminal Justice Strategy Committees
5.1	To respect the rights of defendants and to treat them fairly <b>PSA</b>	To achieve an improvement	Target to be set by 03/2001 for an improvement by 03/2002	Lack of data availability for the measure has meant that a target cannot be set until 2002
5.2	Ensure just processes and just and effective outcomes <b>PSA</b>	To achieve an improvement	Target to be set by 03/2001 for an improvement by 03/2002	Data to be used identified. Project team completing data monitoring arrangements for 03/2001
5.3	Develop and publicise information to facilitate monitoring of the fairness of the CJS	Publication of reports under section 95 of the Criminal Justice Act 1991 on gender, race and costs	Gender report 09/2000 Race report 12/2000 Costs report 03/2001	Gender report published 12/2000 and race report published 01/2001
5.4	Develop and implement policy on race monitoring across the CJS	Consistent recording of ethnic categories across CJS	Improved monitoring by 10/2000 with consistency in measuring systems by 03/2001	On course. Tri-lateral working group taking work forward
5.5	Monitor the work of the CCRC and pay compensation where appropriate	Reach agreement with CCRC on new corporate plan  Proportion of applications for compensation determined within nine months of receipt	Agreement on plan, including Ministerial agreement by 12/2000  70% by 03/2001	Business plan discussed with Commission. Plan still to be finalised  85% September to December 2000, 77% over first three quarters
5.6	Provide an effective modern framework for criminal law and improve the consistency of sentencing	Programme of law review to run to timetable on agreed topics (involuntary manslaughter, corruption, misuse of public office)	Consultation documents on these sent out and responses analysed by 03/2001	Sentencing Consolidation Bill introduced and early reintroduction of Sexual Offences (Amendment) Bill. Sentencing Advisory Panel annual report published 06/2000. RDS has been tackling inconsistency in sentencing by working with the Magistrates' Association to provide local sentencing statistics direct to courts

Objectives/supporting objective	Performance measure	Targets and milestones 2000-01	Latest outturn
5.7 Improve relations between CJS agencies and communities	Achievement of targets on ethnic minority recruitment, retention and progression	Achievement of targets in 'Dismantling Barriers Action Plan'	Review will now be subsumed within work on development of national standards; follow-up to 'Dismantling Barriers' undertaken. National police recruitment campaign launched on 30 August 2000
	Eradication of institutional racism in the criminal justice system	Implementation of the Government's action plan following up the recommendations of the Stephen Lawrence Inquiry	Over 60% of the Stephen Lawrence Inquiry recommendations implemented to date. 'Winning the Race 3' provides an assessment of progress
	Increase police action against racist crime	Gap between racist incidents recorded by police and those reported in BCS to narrow by 5% by 03/2001 from baseline of 23,000 incidents recorded by police in 1998/99 and BCS figure to be updated later in 2000	On target
	Improve procedures for dealing with police misconduct and inefficiency	Review effectiveness of procedures by 09/2000. Determine 70 disciplinary appeals by 01/2001	Data on effectiveness of procedures being collated. 40 appeals completed by 10/2000
	Improve the police complaints system and public confidence in it	Proposals on reform of police complaints system by 12/2000	Police complaints reform proposals published 18 December 2000

## Objectives and targets – Aim 4

Objectives/supporting objective	Performance measure	Targets and milestones 2000–01	Latest outturn
<p>1 Protecting the public by holding those committed by the courts in a safe, decent and healthy environment; and supervising them to protect the public after release and whilst serving community sentences</p>	<p>Ensure no escapes of Category A prisoners <b>PSA</b></p> <p>Maintain a low level of escapes from prison and Prison Service escorts, as measured as a proportion of the average prison population <b>PSA</b></p> <p>Maintain a low level rate of escapes from contracted-out escorts expressed as a ratio of prisoners handled <b>PSA</b></p> <p>Number of positive adjudications of assaults on staff, prisoners and others expressed as a proportion of the average population</p> <p>Improved public protection from people with severe personality disorders</p> <p>Proportion of cases under supervision by the Probation Service where breach action is taken in accordance with national standards</p>	<p>No Category A escapes</p> <p>Lower than 0.05%</p> <p>No more than 1:20,000</p> <p>Lower than 9%</p> <ul style="list-style-type: none"> <li>• Final policy decisions</li> <li>• First pilot assessment centre in operation by 09/2000</li> </ul> <p>Target of 90%</p>	<p>0 Category A escapes</p> <p>0.03% (17 escapes) to 01/2001</p> <p>1:19861 (53 escapes) to 01/2001</p> <p>0.098 (9.8%)</p> <p>Whitemoor pilot opened 09/2000 Plans for further pilots, including NHS pilot at Rampton, announced on 22 September</p> <p>66% 1999–2000 Figures for 2000–01 will be available 03/2001</p>
<p>2 Reducing crime by providing constructive regimes that address offending behaviour, improve education and work skills and promote law-abiding behaviour in custody and after release</p>	<p>Rate of reconvictions across the CJS compared to predicted rate Two-year reconviction rates for offenders receiving prison sentences Two-year reconviction rate for offenders receiving community sentences <b>PSA</b></p> <p>Keep reconvictions for violent and sexual offences of discharged restricted patients below the comparable rate for offenders generally</p>	<p>To devise suitable measures and targets in the context of the 2000 spending review</p> <p>Target of 8% below the comparable rate</p>	<p>Target published in PSA 07/2000 Target to reduce rate of convictions of all offenders punished by imprisonment or by compulsory supervision by 5% by 2004 compared to the predicted rates</p> <p>Target exceeded (9%) for patients discharged between 1990 and 1997</p>

Section 3 ) Delivering better public services: achievements in 2000 ) Aims 2 and 4

Objectives/supporting objective	Performance measure	Targets and milestones 2000-01	Latest outturn
	Development of common risks/needs offender assessment system (OASys) and preparation for implementation	Final validated version of system and implementation plan to be ready by early 2001	Pilot of revised versions of OASys in six probation areas and 17 prisons ended 12/2000. IT statement of requirement complete. Business case being prepared for implementation
	Number of prisoners who complete accredited offending behaviour programmes <b>PSA</b>	Total – 5,000 completions	4,034 (01/2001) On course to meet target
	Of which 1,020 will be prisoners who complete offending behaviour programmes for sex offenders <b>PSA</b>	Sex offenders – 1,020 completions	332 (01/2001) 30% more active tutors than last year
	Number of probation services implementing accredited offending behaviour programmes	<ul style="list-style-type: none"> <li>• All services to implement at least one general offending behaviour programme in 2000-01</li> <li>• Staff trained accordingly</li> </ul>	The first programme was provisionally accredited in 12/1999 and national roll-out training has begun. The three other programmes necessary to build sufficient capacity by 04/2001 went before the Accreditation Panel in September. Two thirds of probation services are now delivering accredited general offending behaviour programmes. Implementation plans are in place with training scheduled to be completed by 31 March 2001
	To improve the literacy and numeracy skills of prisoners <b>PSA</b>	To reduce by 10% by 04/2001 the proportion of prisoners (compared with 1998-99) discharged from their sentence who are at level 1 or below for basic skills in literacy and numeracy	The target translates to achieving 14,500 level 2 awards in 2000-01. It is forecast that 9,000 awards will be achieved (63% of target) by 12/2001
	Hours of purposeful activity per week	To average 24 hours per prisoner per week	23.6 hours (01/2001)
	Piloting and evaluation of Drug Treatment and Testing Orders (DTTOs) <b>PSA</b>	Ministerial decision on DTTO roll-out and publication of evaluation report in summer 2000	The DTTO was rolled out to all courts 10/2000

Objectives/supporting objective	Performance measure	Targets and milestones 2000-01	Latest outturn
	Access to voluntary drug testing <b>PSA</b>	To deliver 28,000 prisoners to a voluntary drug testing compact by end 03/2001	65,077 have signed compacts 01/2001
	Deliver annual CARATs caseload of 20,000; deliver 30 new prison-based rehabilitation programmes; and ensure that 5,000 prisoners per year go through treatment programmes	Target of 15,000 CARATs caseload by March 2001 Target of 30 new prison-based rehabilitation programmes, by 03/2001 Target of 4,000 prisoners through the treatment programmes by 03/2001	At 12/2000 there are 37,000 CARATs cases, 33 new rehabilitation programmes and 3,107 prisoners participating in treatment programmes
	Rate of positive results from random drug tests <b>PSA</b>	To ensure that the rate of positive tests from random drug tests is lower than 16%	12.5% 01/2001
3 Reduce reconviction rates of children and young people	Reconviction rate for young offenders and persistent young offenders <b>PSA</b>	<ul style="list-style-type: none"> <li>National roll-out of Detention and Training Orders (DTOs) and start of YJB purchasing/commissioning 04/2000;</li> <li>National roll-out of New Community Orders in 06/2000;</li> <li>Pilot Referral Orders operation from 06/2000;</li> </ul>	<p>DTOs rolled out nationally. YJB established</p> <p>Achieved</p> <p>Referral orders pilots started 08/2000</p>
	Increase availability of Reparation Orders, and Action Plan orders through delivery of full national roll-out	<ul style="list-style-type: none"> <li>National roll-out for Reparation Orders and Action Plan orders planned for 06/2000</li> </ul>	<p>Rolled out nationally during 2000. During pilots 841 Action Plan orders were given</p>
	National roll-out of reprimands and final warnings; ensure 80% of final warnings are followed by an intervention	<ul style="list-style-type: none"> <li>National roll-out planned for 06/2001</li> <li>A target for YOTs of 80% of final warnings to be followed by an intervention</li> </ul>	<p>National roll-out of reprimand orders and final warning orders</p>



Objectives/supporting objective	Performance measure	Targets and milestones 2000-01	Latest outturn
4 Providing the courts with a flexible range of sentencing options and with high quality information to assist them	Effective legislation in place to help enable protection of the public and rehabilitation of offenders	<ul style="list-style-type: none"> <li>• New Rehabilitation of Offenders Act (ROA) exceptions orders prepared by 04/2000</li> <li>• Cautions and reprimands included in the ROA by 08/2000</li> <li>• ROA reviewed by 08/2000</li> </ul>	The first order has been laid Timetable for ROA review being rescheduled
	A range of effective and credible sentencing options to be used effectively by the courts	Policy options to be considered in the context of the sentencing review Review expected to produce recommendations early in 2001/02, to be followed by consultation	On course

### Progress to December 2000

- Establishment of major review of sentencing framework and the criminal courts, with the aim of developing a range of more focused, effective and appropriate sentences.
- There have been no Category A prisoner escapes, and the overall level of escapes continues to be low.
- Publication of the Government's proposals on reforming the law on involuntary manslaughter in May 2000.
- Publication of the Government's proposals for reforming the law relating to corruption in the criminal justice system in June 2000.
- Development of a package of legislative measures to meet public concern following the murder of Sarah Payne.
- Publication in September 2000 of a comprehensive research programme on stop and search sub-group of Lawrence Steering Group set up in November to co-ordinate reform programme aimed at further increasing public confidence in the criminal justice system.
- Key IT initiatives for the criminal justice system under the umbrella of IBIS (Integrated Business Information Systems), designed to improve information management in the CJS.
- New youth justice community based options including: final warning scheme; Reparation Order; Action Plan Order; Parenting Order and Child Safety Order.
- Initiatives to reform juvenile custody such as Detention and Training Orders and secure remands have been established as part of a wider programme to improve the efficiency of the youth justice system.
- Speeding up youth justice: In 1997 the Government pledged to halve the average time taken from arrest to sentence for persistent young offenders, from 142 days to 71 days. For cases sentenced in November 2000 almost 50 days reduction has been achieved.
- New national and local structures for managing young offenders: Youth Offending Teams and the Youth Justice Board for England and Wales have been established.
- Further developments in relation to young offenders: The Referral Order, electronically monitored curfew orders for 10-15-year-olds build towards the overarching aim of reducing crime and the fear of crime.
- Sex offences review completed.
- Strategy Board for Correctional Services established, chaired by the Minister for Prisons and Probation, to provide a high level focus on joint working and strategic advice to the services in delivering Aim 4.
- Legislation and transition programme to create a new National Probation Service for England & Wales from April 2001, a project of major proportions which should lead to greater effectiveness and accountability.
- DSPD Programme launched to address the public protection challenge posed by the small minority of highly dangerous, personality disordered offenders.
- The Special Conferences Unit organised and ran four National conferences, a briefing conference for members of the Criminal Justice Consultative Council and Area Strategy Committee Chairmen, and 10 events for Area Criminal Justice Strategy Committees last year.

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## Case study

### Derby youth inclusion project

The Derby youth offending team has been running a successful youth inclusion project on Osmaston estate since July 2000. The project is one of 70 funded by the YJB. Activities include:

- Offering young people, aged 13–16 years a mentor who will act as a positive role model and work closely with them to identify and pursue personal and educational opportunities. (Already some 47 young people have been linked with a mentor.)
- Providing young people with access to a drop-in centre. The centre is run by 'Enthusiasm', an organisation staffed by people who have grown up in the area and so who can relate to the problems of the young people.
- Encouraging young people to participate in activities, such as arts and crafts, drama and sports (from martial arts to fishing) which help promote fair play, self-discipline and good behaviour in a social setting.
- Involvement in organised seminars which offer guidance on social issues such as drugs and healthcare.
- Encouraging young people to return to school.

The project has had a clear impact on levels of truancy. Workers from 'Enthusiasm' take the young people to school each day and go to some lessons with the young people when necessary. The core 50 attend nine local schools; 18 of the core 50 attend the same school and have reduced their days truanting from 67 to 15.

**Crime usually rises over the summer holiday period on Osmaston. But in summer 2000 there was a 13.6% reduction in youth crime and reported incidents.**

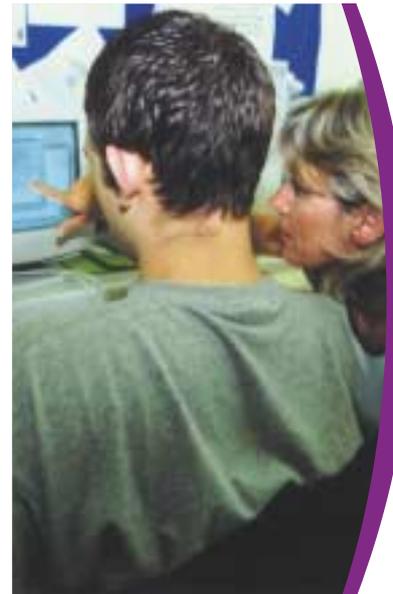
The manager for the project believes it has been 'invaluable in tackling youth offending in the area'. He said that in the long term it means that the work with the young people who need their support can continue and the project will be able to further promote social inclusion and educational attainment among young people in Osmaston.

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## Case study

### Prison education

We know that too many prisoners on the point of release are not eligible to apply for most jobs because of their low levels of literacy. The focus of prison education has shifted in response to this evidence towards making more prisoners employable. The number of basic skills screening tests has been increased by 15% in only one year. This means that 40,000 prisoners have gained accreditations in basic skills making many of them employable for the first time. The importance of this really strikes home when one considers how this will help reduce future offending and save many people from becoming victims. The Prison Service has made this achievement alongside an improved security performance.







Aim 5 covers a remarkable variety of work, all designed to help build a strong and stable society by strengthening rights and responsibilities. We have achieved a great deal over the past 12 months against that aim, making real progress against all the milestones set for the year. We have taken forward legislation on four major constitutional issues, we have delivered programmes to promote race equality, increase voluntary activity and community involvement and strengthen families, and we have continued to reform and modernise our regulatory work. /

**Carolyn Sinclair**

Director – Constitutional and Community Policy

**Aim 5:** Helping to build, under a modernised constitution, a fair and prosperous society, in which everyone has a stake, and in which the rights and responsibilities of individuals, families and communities are properly balanced.

### Objectives and targets

Objectives/supporting objective	Performance measure	Targets and milestones 2000–01	Latest outturn
1 To promote race equality	A basket of race equality indicators to measure improvements in the overall position of ethnic minority groups relative to the majority population <b>PSA</b>	Details of indicators published in 03/1999. Indicators will include health, education, economic activity and law and order	Second basket of measures 02/2001
	The change in the number of people from ethnic minorities in the Home Office and its services <b>PSA</b>	Publish progress in autumn 2000 towards milestones for 2002	First annual report published 10/2000
		Develop with DfEE, legislative proposals for a joint Equality Bill	Awaiting legislative slot for Equality Bill
		Negotiate EU Article 13 Directive on Race Equality	On course

Objectives/supporting objective	Performance measure	Targets and milestones 2000-01	Latest outturn
<p>2</p> <p>To promote an inclusive society in which people are actively involved in their communities, and to achieve a healthy voluntary sector, able to work effectively in partnership with government <b>PSA</b></p>	<p>An increase in the quantity and quality of voluntary and community activity</p>	<p>Provide current data on voluntary and community activity during 2000/1 from BCS findings</p>	<p>Work on course to maximise number of employers giving their employees one day's paid time off and to launch a National Experience Corps by 04/2001</p> <p>Data produced 01/2001</p>
	<p>Increased public recognition of the value and importance of voluntary activity by attitudinal survey</p>	<p>Five demonstration projects established within local communities delivering agreed work programmes</p> <p>Baseline to be developed in 2000/01</p>	<p>Five demonstration projects established within local communities</p> <p>Volunteer targets moved to summer 2001</p>
	<p>Increased effectiveness of voluntary and community organisations</p>	<p>Work with voluntary organisations to establish a national database of volunteering opportunities by 07/2000</p>	<p>Met. Database has over 250,000 vacancies nationally</p>
	<p>Increased participation of voluntary and community organisations in government programmes and policy developments</p>	<p>Work with ONE20 and the BBC to publicise volunteering nationally and to manage the response so that increased volunteering takes place (by 03/2001)</p>	<p>First annual Timebank day took place 23 June 2000. To date in excess of 13,000 people have registered on Timebank pledging over 2.6 million hours</p>
		<p>Implementation plans for agreed recommendations of Policy Action Team 9 report developed by 04/2001</p>	<p>On course for 04/2001</p>
		<p>Regional Voluntary Sector networks delivering agreed work programme by 04/2001</p>	<p>Regional Voluntary Sector networks on course to deliver agreed work programme by 04/2001</p>
		<p>Publication of volunteering code of good practice by 08/2000. Publication of codes on black and minority ethnic voluntary sector and community groups by autumn 2000</p>	<p>Publication expected 03/2001. Publication of code on black and minority ethnic voluntary sector 02/2001. Publication of code on community groups expected 12/2001</p>
<p>3</p> <p>Supporting the development of strong and stable families</p>	<p>Increased level of confidence in parenting and family support</p>	<p>Developing indicators to measure the increased level of confidence in parenting and family support (01/2001)</p>	<p>Met</p>
		<p>Taking forward Ministerial Group on the family work programme – target date for report 11/2000</p>	<p>Ministerial group on the family taking forward work on supporting the family</p>

	Objectives/supporting objective	Performance measure	Targets and milestones 2000–01	Latest outturn
4	To modernise the constitution and increase public participation and confidence in democratic institutions <b>PSA</b>		<p>New legislative arrangements for regulating political party funding</p> <p>Set up independent Electoral Commission</p> <p>New electoral procedures</p> <p>Evaluate pilots for different voting procedures</p>	<p>Political Parties, Elections and Referendum Act received Royal Assent 11/2000. Implementation during 2001</p> <p>Commissioner appointed 01/2001</p> <p>Regulations on Rolling Registration laid 01/2001</p> <p>Evaluative material collated: 11/2000</p>
5	To promote a fairer and more open society in which the rights of individuals are balanced within a clear legal framework	Level of personal information privacy achieved	<p>Implement Human Rights Act</p> <p>Campaign to raise public awareness of Human Rights Act, which comes into effect in 10/2000</p> <p>New legislative provisions on freedom of information</p> <p>Begin implementing freedom of information legislation</p> <p>Set up Independent Information Commissioner</p> <p>Office of the Data Protection Commissioner (ODPC) measures annual survey of awareness 12/2000</p> <p>Publish and follow up report of Hunting Inquiry</p>	<p>Human Rights Act implemented 10/2000</p> <p>(see case study)</p> <p>Freedom of Information Act received Royal Assent 11/2000</p> <p>First meeting Whitehall-wide committee 02/2001</p> <p>Information Commissioner set up 01/2001</p> <p>Met</p> <p>Report published 06/2000. The Hunting Bill for England and Wales introduced 01/2001</p>
6	To provide effective regulation which balances public concern against the needs of industry/commerce/science	Level of public confidence in balance of regulation measured by opinion survey (ONS) baseline for 1999–2000	<p>Set up targets for improved confidence (04/2001)</p> <p>Set up review of Gambling Regulation (summer 2000)</p> <p>Assess White Paper responses and prepare instructions for Alcohol Licensing Bill</p> <p>Take forward privatisation of the Tote/abolition of the Horserace Betting Levy</p>	<p>On course for 04/2001</p> <p>Met Gambling Regulation review was set up in summer 2000</p> <p>On course for 03/2001</p> <p>On course for 03/2001</p>

Objectives/supporting objective	Performance measure	Targets and milestones 2000–01	Latest outturn
	Percentage of licences (Animals (Scientific Procedures) Act 1986) and amendments completed to Code of Practice standards	Target of 100%	Latest figures: 100%
	Number of licensing decisions overturned by judicial review or other formal review	Target of zero	Latest figures: zero
	Number of contact hours	5,500 per annum	On course to meet target – provisional figures at 12/2000: 4,173
	Number of visit hours	1,850 per annum	1,605
	Reports of findings of inspections of laboratories	Within 20 days	On course

## Progress to December 2000

- The Race Relations (Amendment) Act received Royal Assent on 30 November 2000. It aims to place public authorities at the forefront on race equality, outlawing race discrimination in all public functions. It also puts a duty on specified public authorities to promote race equality in order to avoid race discrimination in the first place.
- The Home Office has introduced a set of race equality performance indicators to monitor what public services are doing to provide more equitable services in areas such as education, health, employment, housing, and law and order. The first report 'Race Equality in Public Services' was published in March 2000, and will be updated annually.
- In October 2000 the Home Secretary published his first annual report on his race equality employment targets for the Home Office, police, fire, probation and prison services. It shows progress is being made to deliver what is a ten-year programme.
- In May 2000 a new race equality grant scheme, Connecting Communities, was introduced. It aims to improve the links between minority ethnic groups and local service providers. Seventy-five programmes in mainland Britain will receive around £12 million over the next three years.
- We are producing a volunteering strategy to demonstrate how the Department is contributing to the Government's objective of making substantial progress towards one million more people actively involved in their communities by 2004.
- The Black and Minority Ethnic Twinning Initiative was established and is grant funding six innovative partnerships working on projects to promote and develop black and minority ethnic volunteering.
- An Active Communities Challenge web site has been set up with Business in the Community so that employers can sign up to the Prime Minister's Challenge and pledge to give their employees a day's paid time to volunteer.
- The Human Rights Act – a major strand to the Government's constitutional reform efforts – was implemented on 2 October 2000. The Human Rights Task Force, involving NGOs and public authorities, produced an extensive range of guidance and promotional literature. There is a Home Office helpdesk for public enquiries on human rights.
- The Freedom of Information Act received Royal Assent on 30 November 2000. It creates a statutory right of access to information held by public authorities, subject to certain exemptions.
- The Representation of the People Act completed its Parliamentary stages in March 2000. Regulations implemented from February 2001 provide for a system of rolling electoral registration; allow the homeless, remand prisoners, mental patients and service personnel to register more easily as voters, and also provide for postal votes on demand.
- The Political Parties, Elections and Referendums Act received Royal Assent on 30 November. It regulates the funding of political parties and establishes the new and independent Electoral Commission. The Commission will oversee the controls on donations to political parties, including the ban on foreign funding, as well as expenditure limits in election and referendum campaigns. It will also promote voter education.
- Extensive public consultation has taken place on alcohol and public entertainment licensing reform proposals included in the White Paper 'Time to Reform' published in April 2000. Some of these proposals have been included in the Police and Criminal Justice Bill.
- The Home Office set up a gambling review under the chairmanship of Sir Alan Budd to examine the current regulation of gambling. It is set to report by summer 2001.

- A consultation document was published in November 2000 outlining the steps to be taken to sell the Tote and abolish the Horserace Betting Levy.
- As part of the Government response to the conviction of Harold Shipman, a review of death certification procedures has begun. A consultation exercise was launched in October 2000 and comments have been received from the medical profession, the funeral, burying and cremation industries, the police, religious and special interest groups.
- It was announced that to commemorate the Millennium, City status was to be conferred on Brighton and Hove, Inverness and Wolverhampton.
- Young winners of this year's Home Office-funded Philip Lawrence Awards have, by their voluntary efforts, made notable and long-lasting contributions to reducing vandalism, violence, drug abuse, racism and bullying, frequently in areas of social deprivation and community tension.

## Case study

### Human Rights Act



**The Human Rights Act is a major plank in the Government's programme of constitutional reform. Having passed the Act, the Home Office was responsible for making sure that people knew what the Act meant for them, and what they had to do to implement the changes expected when the Act came into force on the 2 October 2000.**

**The Act enshrines basic human liberties (from the European Convention of Human Rights) in UK law. The Act is enforceable in all UK courts and tribunals, and affects all legislation and public authorities throughout the UK. For the first time, a legal bottom line has been set for the way public administration is conducted.**

To get the message across, and ensure that changes actually occurred, we formed a Ministerial Task Force (chaired by Home Office Minister Mike O'Brien). We brought together government and non-government organisations to raise awareness and help public authorities prepare, training staff to deal with the new Act. We co-ordinated a review of legislation and procedure across all government departments, and carried out a major information campaign for the general public.

#### Key Home Office work:

- Put together a comprehensive range of guidance and promotional products for public authorities and for the general public, all produced with the Human Rights Task Force.
- Trained 4,000 Home Office staff.
- Organised a highly successful youth competition to help spread the word about the Act.

- High profile linked Ministerial launch events in London, Cardiff and Belfast on 2 October 2000.
- Co-ordinated a press blitz advertising campaign, resulting in over 20,000 requests for more information about the Act.
- Set up a user-friendly web site containing all guidance and relevant background.
- Introduced a full-time Home Office Human Rights Act helpdesk, dealing with thousands of individual queries about the Act from the public and public authorities.

Although it is early days we are confident that what we have done has made a real difference. There is a high level of public awareness of the Act. The justice system and public authorities are working confidently with the new Act.



## Case study Connecting communities in Nottingham



In May 2000, the Home Secretary announced the launch of a new Race Equality

Grant, worth some £12 million over three years. Four programmes, under the collective theme of 'Connecting Communities', operate under the grant.

The four are: Community Networks, Opportunity Schemes, Towards more Representative Services, and Positive Images. Seventy-five projects across England, Scotland and Wales have been approved until March 2003. The money is targeting support at the most vulnerable and disadvantaged minority ethnic communities, and includes schemes to tackle racism and negative stereotyping and to encourage mutual trust and respect between people of different ethnic and cultural backgrounds.

Although Nottingham is a prosperous city, like all cities there are pockets of acute deprivation. In some neighbourhoods unemployment among people from minority ethnic groups is almost 25%. Burglary and car crime – often drug related – run at twice the national average. The question of how to actively engage the alienated and socially excluded in Nottingham's urban renewal needed to be answered. Part of the answer was to set up, through BUILD Nottingham, the cross-cultural Networks project. This was a one-year pilot to encourage inter-racial dialogue about the needs of all the local communities, to bring these needs to the attention of service providers, and to include ordinary people, through the local Partnership Council (PC), in the regeneration process. In just eight months, individuals and groups representing 16 cultural backgrounds worked successfully together. The Networks have been characterised locally as a 'mini-UN'.

Crucial to successful networking is 'honest conversation', to create trust-based relationships where all are valued and everyone is empowered to fulfil their potential. The cross-cultural Networks project is linked to Hope in the Cities, an international network of people working for reconciliation and justice. In October 2000, over £180k of

Race Equality Grant was awarded to BUILD Nottingham to enable them to extend cross-cultural Networks throughout Nottingham City and county. Since the networking project was founded, the group has

- promoted cross-cultural understanding and better race relations by tackling negative stereotyping of minority ethnic communities and individuals.
- boosted the confidence of local diverse groups and encouraged their involvement in regeneration programmes.
- produced valuable training resources to promote better community relations.
- developed links with similar initiatives in Europe and America.

The new, expanded project will be operating from 1 April, and will continue the important work of reconciliation and empowerment of communities of different ethnic and cultural backgrounds.



The Immigration and Nationality Directorate has revised many of its processes, and has expanded considerably, so as to be able to meet the demanding targets set. It is now delivering at levels far higher than at any time in its history. Staff throughout the organisation have risen impressively to the challenges. A robust legislative and policy framework is in place within which we can more effectively fulfil our role of facilitating the travel of those qualified to enter or remain in the United Kingdom, whilst combating the activities of those seeking to abuse our immigration laws. Key objectives include assisting those with a genuine claim to remain here to become fully integrated.

**Stephen Boys Smith**

Director-General – Immigration and Nationality

## Aim 6: Regulation of entry to and settlement in the United Kingdom in the interests of social stability and economic growth, and facilitation of travel by UK citizens.

### Objectives and targets

Objectives/supporting objective	Performance measure	Targets and milestones 2000–01	Latest outturn
1 To control immigration into the UK by identifying and denying admission to people entering or attempting to enter in breach of the Immigration Rules and removing them, where applicable, while inconveniencing as little as possible those entitled to enter	Contribute to an increase in the total number of failed asylum seekers who are removed	12,000	6,854 (Apr–Dec 2000)
	Reduce the unit cost of immigration checks at ports	£5.17	£4.65
	Increase the percentage of inadequately documented passengers who are detected at locations where there are Airline Liaison Officers	82%	92% (Jul–Nov 2000)
	Reduce the number of occasions when non-European Economic Area passengers have to wait more than 30 minutes	1,455 or less	2,020 (Apr–Dec 2000)
	Increase the percentage of detailed examinations (non-asylum) which result in refusal	64%	62% (Apr–Dec 2000)

Objectives/supporting objective	Performance measure	Targets and milestones 2000-01	Latest outturn
	Increase the percentage of non-asylum refusals which result in removal	92%	88% (Apr-Dec 2000)
2	To determine claims for asylum and other in-country applications from foreign nationals wishing to vary the conditions attached to their stay in the UK	Increase the number of asylum decisions	130,000 – 150,000
		Increase the percentage of substantive asylum applications decided within two months	70% by 03/2001
		Increase the number of non-asylum after entry decisions	205,000
		Maintain the percentage of appealed decisions upheld	85%
3	To determine applications for British citizenship and entitlement to certificates of Right of Abode	Increase decisions in nationality cases	91,000
		Reduce the average time for granting citizenship to qualifying applicants	12 months by 03/2001
4	To remove from the UK those here in breach of the immigration rules and to target those seeking to profit from abuse of the immigration laws	Contribute to an increase in the total number of failed asylum seekers who are removed	12,000
		Increase the number of non-asylum offenders removed	3,500
		Increase the number of prosecutions prepared against those facilitating breaches of the immigration rules	115
		Increase the number of projects initiated against organised crime	18
		Increase the number of major/medium enforcement operations	15/40
5	To provide support, whilst their applications are being determined, to asylum seekers who would otherwise be destitute	Process asylum support claims within agreed timescales (from date of receipt)	70% within 2 days 100% within 7 days
		Maintain the unit cost in real terms of supporting an asylum seeker for a week	£150 single £220 family
6	To provide passport services to British nationals in the UK promptly, economically and securely	Time taken from receipt of properly completed application to the issue of passport	Not currently assessed. Objective being reviewed
		Unit cost per passport service	£142 single £307 family (Apr-Dec 2000)
		99.9% within 10 working days	99.7%
		£17.20	£19.30

## Progress to December 2000

- We have continued to build on the ambitious programme of work put in hand last year to recover lost ground on asylum and nationality casework, and are now well placed to deliver our key business objectives for 2000–01.
- Many of the key provisions of the Immigration and Asylum Act 1999, including those designed to help in the fight against the organised abuse of our immigration laws, have already been implemented as planned. Work to implement the remainder is on schedule.
- A continuing programme of recruitment has delivered substantial numbers of new staff, and this, together with new measures, has enabled IND to double the output of asylum decisions, to improve decision times, and to reduce substantially the backlog of undecided cases.
- We have established the National Asylum Support Service which provides support to asylum seekers who would otherwise be destitute, pending consideration of their claims. We have also established the Joint Entry Clearance Unit, in partnership with the Foreign Office, to manage control pre-entry.
- We are providing a greater range of services to applicants – including asylum seekers dispersed to the provinces under the new support arrangements – living outside London and the south east.
- Our first reception centre, where asylum seekers have their claims dealt with under accelerated procedures, has opened at Oakington; work is in progress to expand the detention estate to support key removals targets in future years.
- We remain committed to working in partnership with other government departments. The development of the Immigration Integrated Planning Group as a forum for discussing cross-cutting immigration issues continues.
- The Passport Agency has demonstrated a much improved public service, responding to customer needs by providing extended opening hours in all offices, and by operating a call centre open 24 hours a day, 7 days a week, at which 90% of all calls are answered within 20 seconds. An online application scheme went live in November 2000.



## Case study

### Oakington Reception Centre

Oakington Reception Centre, which opened on 20 March 2000, is just one of several new initiatives developed to deal quickly with straightforward asylum claims, many of which prove to be unfounded. Oakington has the capacity to deal with up to 13,000 applicants a year and will potentially save up to

£30 million a year in asylum support costs. Asylum seekers remain at Oakington for about seven days while their applications are considered and decided. Legal advice is available on-site from the Refugee Legal Centre and the Immigration Advisory Service.

If an application is refused, and an appeal is lodged against this decision, the applicant is either granted temporary admission or transferred to secure detention. Cases certified as manifestly unfounded have an appeal hearing in about three weeks. There is a dedicated

team tracking the cases dealt with at Oakington to identify those who may be immediately removed from the United Kingdom after their decision or appeal. Some applicants have been through the whole process and removed within about four weeks. Oakington is making a significant contribution to the creation of a fairer, faster and firmer asylum system.





Significant milestones have been reached in the past year with the establishment of the Fire Service Implementation Group, the Fire Safety Advisory Board and the Arson Control Forum. This now sets the scene for Aim 7 to push ahead with its programme of work to continue to drive down the number of fires and fire-related deaths, and provide a long-term view for the Fire Service. In addition, considerable effort has gone into emergency planning, and we are undertaking a comprehensive review of arrangements in the light of emergencies experienced in the autumn of 2000.

**Charles Everett**

Director – Fire and Emergency Planning

## Aim 7: Reduction in the incidence of fire and related death, injury and damage, and ensuring the safety of the public through civil protection.

### Objectives and targets

Objectives/supporting objective	Performance measure	Targets and milestones 2000–01	Latest outturn
1 To reduce deaths and injuries from fire	Number of accidental fire-related deaths in the home per year, averaged over the past 5 years <b>PSA</b>	To reduce to an average of 304 per annum by 03/2003  Key milestones are improving public attitudes, behaviour and brigade activity through national media campaigns and linking with local initiatives  Establish statutory duty on fire brigades through Community Fire Safety Bill	316  Community fire safety briefing and communication channels between the National Community Fire Safety Centre and brigades as part of fire prevention 'culture change' strategy, work continuing into next year  Currently exploring with Legal Advisers Bureau the possibility of inclusion in the Regulatory Reform Bill

Objectives/supporting objective	Performance measure	Targets and milestones 2000-01	Latest outturn
2 To reduce the number of fires	Number of fires measured relative to amount of rainfall <b>PSA</b>	No more than 633,500 in times of low rainfall and no more than 608,100 in times of high rainfall by 03/2002  Initiate action on the arson reduction programme and improve understanding of the causes of fire through research	487,000 (figures partly due to high rainfall)  Initial meeting of working group held 01/2001. Work refined in light of issues discussed
3 To modernise the Fire Service and improve efficiency <b>PSA</b>	2% per annum to 03/2002	Reported efficiency savings from fire brigades  Complete programme of fire brigade inspections  Introduce arrangements for Best Value procedures in brigades  Develop modern standards of fire cover  Introduce cost-effective training arrangements  Implement improved arrangements for medical retirements  Develop control room study and manage technical developments in brigades  Effect results of review of machinery for modernising Fire Service Conditions of Service  Improve equal opportunities in the Fire Service	Estimated £18.5m savings. 2% efficiency savings built into spending review  90% inspections achieved  Local authority Best Value review integrated into inspection Efficiency gains reported in Best Value performance plans  Fire cover emerging findings delivered  Fire Strategy Implementation Group established  In progress of agreeing individual targets with brigades for the next five years  Strategy agreed subject to endorsement by Central Fire Brigade Advisory Council for replacement of radio systems throughout service  Report recommendations accepted and implemented  586 uniformed and 349 non-uniformed ethnic minority staff and 586 women employed by Fire Service. The report of the enquiry into the machinery for determining firefighters' conditions of service was published in 05/2000 and the recommendations have been accepted and implemented. Equal opportunities plan launched by Home Secretary 07/2000. Second action plan due 06/2001

	Objectives/supporting objective	Performance measure	Targets and milestones 2000–01	Latest outturn
4	To reduce the potential for disasters to impact on the community	Compliance with targets for local authorities on civil protection standards	<p>Set targets in 04/2000</p> <p>Ensure response organisations are prepared for consequences of disaster</p> <p>Ensure the UK is able to respond co-operatively and efficiently as an international partner when required</p> <p>Ensure availability of essential national communications</p>	<p>Initial emphasis placed on the 'information infrastructure', on an agreed higher priority than mapping the overall infrastructure</p> <p>Staff resources now directed to work on contingency planning in the light of the fuel protests</p> <p>Milestones to be reset in due course</p> <p>Deputy PM announced review following October floods</p>

## Progress to December 2000

- The number of accidental fire-related deaths in the home in England and Wales has reduced to 316 in 1999/2000 from 419 in 1997/98, and is on course to achieve the PSA target.
- The National Community Fire Safety Centre (NCFSC) ran a national Fire Action Plan campaign in September 2000 and has also produced a community fire safety 'toolbox' to support fire brigade community involvement and communications.
- The Fire Policy Unit published 'Towards Diversity – promoting cultural change' to take forward the equal opportunities thematic inspection opportunities.
- Thematic reviews were published by Her Majesty's Fire Service Inspectorate: 'Making a Difference', on community fire safety, and 'Fit for Duty', aimed at reducing sickness and ill health in the Fire Service.
- The Fire Service Implementation Group was established in July 2000 to advise the Minister on the vision and purpose of the Fire Service and on the associated programme for taking this forward. The Fire Safety Advisory Board and the Arson Control Forum were also established.
- The total number of fires in the UK was recorded as 487,400 in 1999/00 – around 100,000 lower than the projections based on data from 1983–1997.
- The statutory duty requiring fire authorities to secure Best Value started 1 April 2000, by which date they had to publish their first annual Best Value performance plans.
- The Fire Research and Development Group produced its emerging findings on modern standards of fire cover to the Central Fire Brigades Advisory Council in May 2000, and continues the pathfinder trials.
- The Fire Service increased its numbers of female and ethnic minority staff.
- A consultancy study was commissioned to help specify future Fire Service central training requirements and a study was published giving advice to the Fire Service on future communications and control room requirements.
- Emergency Planning College ran seminars including one under the NATO Partners for Peace programme, and one on 'The Millennium: Maintaining the Momentum'.
- Targets for civil protection standards were published in April 2000. 'Recovery: An Emergency Manager's Guide' was published in October 2000.
- The Operations Centre was opened in the autumn to co-ordinate reports on disruption to essential services caused by the fuel protests. In addition, local emergency planning systems were brought into full and successful effect during the storms and floods experienced across the country in the autumn.
- By the end of 2000/01, the Fire Service College will have delivered about 10,500 student weeks of training to UK Fire Service officers. Thirty-six brigades have increased their requirement for training taken over last year. In addition, about 5,000 student weeks will have been delivered to UK commercial and overseas customers.

- This year there have been significant improvements in the training provided. For example, through public funding arrangements all UK Fire Service progression courses are now linked to nationally recognised academic and vocational qualifications, and modern IT-based training initiatives such as virtual reality and web-based learning are being explored.
- Through its role in the European Fire Service Colleges' Association (EFSCA), the FSC has also influenced standards for fire education and training in Europe and, through the Department of Trade and Industry and the Foreign and Commonwealth Office, has attracted custom and promoted UK business worldwide.
- The Department successfully co-ordinated the civil contingency arrangements during the fuel protests last autumn.



## Case study

### The Fire Action Plan campaign



Each year, fires in the home kill over 400 people in the UK. The Home Office's seventh aim is to reduce fire deaths and

**national campaigns are a powerful way of raising public awareness of fire risk and fire prevention.**

**The Fire Action Plan campaign in September 2000 was developed by the National Community Fire Safety Centre (NCFSC) which is part of the Fire and Emergency Planning Directorate in conjunction with Communications Directorate. Its aim was to ensure that every home is aware of the need to 'make a plan' to deal with the outbreak of fire, what practical steps to take in such an emergency and, of course, how to take simple steps to prevent fire in the first place.**

The initiative, which was timed to coincide with the fire and insurance industries' Fire Safety Week, was the biggest Home Office campaign yet run on fire safety. Launched by Home Office minister Mike O'Brien, with London's Chief Fire Officer Brian Robinson and Linda Barker from BBC's Changing Rooms, the campaign consisted of three weeks of national TV advertising using a brief but memorable new commercial filmed with real firefighters and based on their first-hand experience of the terrible consequences of fire in the home.

A campaign leaflet, produced to Plain English 'Crystal Mark' standards, was distributed to every home in England and Wales. This was supported by a telephone helpline, media promotions, a new web site ([www.community-fire-safety.org.uk](http://www.community-fire-safety.org.uk)) and schools assembly packs which linked the campaign with school fire safety and curriculum themes.

The information has been widely translated and made available in special formats for disabled people.

Awareness should lead to action, and one of the key objectives of the campaign was to increase smoke alarm ownership and operation. This was assisted by high profile commercial sponsorship, making smoke alarms a priority for every home. Fire brigade activity in the community helped to reinforce the campaign at local level.

Fire Action Plan was a distinctive and challenging campaign creating longer-term opportunities as well as immediate impact. As a result of the campaign, awareness of fire safety messages doubled and the campaign leaflet was seen as giving practical, helpful advice. Increased smoke alarm sales show that increased awareness has also led to positive action. The further challenge is to build on this momentum and sustain a message which does save lives.



# perceptor<sup>△</sup>

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# Section 4 )

Supporting a  
modernised  
Home Office



**Building a safe,  
just and tolerant society**

# Supporting a modernised Home Office

The Home Office needs efficient and effective support services to achieve its seven aims and to move forward as a major government department for the 21st century.

Our staff are our single most important asset, often our first point of contact for members of the public and with other organisations. We must therefore provide them with the means to do their job in a safe, efficient and effective way.

The past year has seen major investment to improve communication, performance management, and strategic policy making in support of our aims, together with good progress in our long-term plans to improve personnel, accommodation and information technology systems. Progress in these areas is described in greater detail in the section of the report dealing with 'Modernising Government'.

## Objectives and targets

### Communication directorate

	Objectives/supporting objective	Performance measure	Targets and milestones 2000-01	Latest outturn
1	To support the aims and objectives of the Home Office and its agencies through the provision of a 24-hour media advisory service	Provision of high quality advice to Ministers and Director General, Prison Service, as measured by customer satisfaction	Degree of satisfaction measured by internal survey	An evaluation exercise is being conducted with Ministers
		Continuous improvement in service offered to media enquirers as measured by per cent of calls answered	80% or more of calls answered within prescribed time/number of rings	95% of calls being answered within four rings
		Timely and accurate press notices that support key Home Office messages	Success to be measured by survey	Benchmarking survey completed
		Appropriate media communications strategies as measured by survey and media evaluation methods	In-house or contracted-out evaluation carried out on designated projects	Evaluation conducted on variety of public announcements including British Crime Survey and Crime Statistics
2	To devise, plan, develop, implement, project manage and evaluate all Home Office publicity and publications strategies in support of the seven aims (including management of the Home Office web site) and to ensure that all publicity outputs are well researched, correctly targeted and professionally delivered	Delivery of media communications objectives in support of the Home Office's seven business aims – monitored through recognised industry measures	85% of publicity campaign performance targets achieved	Customer survey conducted. Follow-up in 2001
		Efficient procurement of all Home Office publicity and media	10% overall efficiency gain	10.2% incremental media value achieved
		Provision and management of a Home Office internet web site as a primary means of corporate communications with the public	Number of accesses to ('hits on') the web site to increase by 25% to 185,000 in the year to 03/2001	Target exceeded by 165% by 12/2000

## Section 4 ) Supporting a modernised Home Office

	Objectives/supporting objective	Performance measure	Targets and milestones 2000-01	Latest outturn
3	To provide a range of internal communications services using internally generated and externally collected information resources	Providing staff with internal communications resources that meet their needs for information about the office; measured by per cent of staff feeling well informed	60% of staff feeling 'well informed' when measured by survey in 11/2000	86% of staff feeling well informed. Internal communication manager appointed
Provision of an intranet service that supplies information and supports business development; measured by number of directorates managing their own area of Horizon		All directorates to be managing their own area of Horizon by 09/2000	Four directorates (PFD, PCRG, RDS, CDSG) have ownership of their sites on Horizon	
To provide an effective library and information service		60% of enquiries answered from electronic sources – various targets	Prison Service Headquarters 62%, Queen Anne's Gate 55%	
4	Provision of a public enquiry service, handling correspondence (other than Ministerial correspondence) and telephone calls from the public	Correspondence responded to within agreed targets <b>PSA</b>	95% of public correspondence responded to within 20 days of receipt by 03/2001	77%. Continual increase in volume (+10% year on year) should have depressed performance, but process changes are yielding performance improvements month by month (+6% year on year). Monthly performance results to date show November – 84% answered, 66% in 20 seconds, December – 81% answered, 86% in 20 seconds
To develop specific targets for improving telephone response times and the proportion of attempted calls answered in HQ buildings; and to establish a baseline and targets		To be developed		

## Corporate development directorate\*

	Objectives/supporting objective	Performance measure	Targets and milestones 2000-01	Latest outturn
1	To deliver IS/IT and business change services to the Home Office	<p><b>Provision of an IS/IT service to the Home Office which enables aim owners to meet their objectives</b></p> <p>Maintenance and management of an integrated modernisation programme and delivery of a number of projects</p> <p>Develop systems to facilitate and measure proportion of business conducted electronically PSA</p>	<p>Award contract to IT partner (Sirius) by 09/2000 and ensure all services are delivered to contract standard</p> <p>Programme maintained up to date</p> <p>Develop measurement systems by 09/2000; meet targets by 03/2001</p>	<p>Contract awarded 6 October 2000. Transfer of the IS/IT service 02/2001. This will be followed by an implementation project to deliver full service by August 2001. Review of current programme management system jointly carried out with Sirius, including updated map of current projects, nearing completion. Initial HO e-business strategy published. Second report of HO electronic service delivery capability produced</p>
2	To develop and maintain the Department's (non-prisons) strategy; to deliver specialist property and related procurement services; to develop and promote the Department's environmental policies; and to manage the central London HQ estate	<p>Move central London offices to new accommodation by 2004</p> <p>Interim strategy for central London accommodation</p> <p>Efficient use of estate</p> <p>Annual energy consumption; waste reduction schemes and green transport plans</p>	<p>Preferred bidder appointed 07/2000 Contract signed 06/2001 Start on site (set by 09/2000) Building complete (set by 09/2000)</p> <p>Implement interim central London accommodation plan (ICLAP) according to schedule</p> <p>Targets to be set 06/2000</p> <p>New government targets for energy consumption are 1% reduction per year; waste reduction schemes 100% maintained; green transport plans to be 100% in place</p>	<p>Preferred bidder appointed on programme (07/2000). Contract negotiations well underway</p> <p>Interim accommodation plans now being implemented</p> <p>Arrangements underway to involve local property councils in agreeing efficiency targets by setting up Advisory Group</p> <p>Requirements of environmental action plan agreed by HO Green Minister being met</p>

\* In September 2000 the existing Corporate Development and Corporate Resources Directorates were amalgamated to form a reshaped, unified Corporate Development and Services Group. This unified Group has brought together, and is taking forward, new ways of working, including reforms in the way the Home Office manages its staff and in its use of information and communications technology.

## Corporate resources directorate\*

	Objectives/supporting objective	Performance measure	Targets and milestones 2000-01	Latest outturn
1	To put the right people into the right jobs at the right time to meet business needs	Number and per cent of vacancies filled against total number of vacancies	50% within 8 weeks (to be reviewed 07/2000)	25% within 4 weeks; 43% within 8 weeks; 44% within 12 weeks (from zero baseline on 1.10.00)
		Develop and implement rolling programme of improvements to systems for filling vacancies	Proposals to management board by 05/2000 and implemented by 09/2000  Long-term plans subject to the Sirius programme	All initial improvements implemented successfully
		Average number of working days absence per staff year (baseline = 10.4 days) PSA	Reduce by 24% to 7.9 days by 12/2001; by 33.7% to 6.8 days by 12/2003	7.1 days
2	To drive forward changes in the civil service reform programme to achieve better delivery of Home Office objectives through people and a better deal for staff	Develop scheme to improve leadership at SCS level by October 2000	360 degree appraisal completed by 09/2000 with results feeding into personal development programmes for SCS and broader training and development programmes	Completed
		Implement action plan for a Home Office which is more open to people and ideas and which brings on talent	Expanded interchange programme, new internal development scheme, and programmes to develop leadership, management competence, and scarce skills at all levels by 03/2001. Grade 7 assessment centres introduced by 03/2001. 10% increase in open competitions by 03/2001	Proposals on internal development scheme to Management Board 03/2001. Interchange programme target of 50 secondments has been exceeded (currently stands at 55); on course to meet targets for SCS to gain experience outside Whitehall (target 65%: outturn 62%) and outside Home Office (target 75%: outturn 52%). Target date for Grade 7 assessment centres 07/2001
		Develop three-year strategic HR plan as part of business planning; produce plan by March 2001	Greater human resource planning expertise in CRD and directorates by 09/2000. HR plan to be developed to business planning timetable	On target – strategy for pay 2001 agreed. New pay structure and more useful grading structures being developed
		Implement new performance management, pay arrangements and core competency framework	Grades 6 and 7 on PADR by 05/2000. Other grades by 03/2001. All staff to have received performance management training by 09/2000	Performance Appraisal and Development Review (PADR), and training introduced

Objectives/supporting objective	Performance measure	Targets and milestones 2000-01	Latest outturn	
		<p>Revised special bonus scheme introduced 09/2000 and new pay structures by 03/2002</p>	<p>The revised special bonus scheme has been introduced</p>	
	<p>Achieve a dramatic increase in equality of opportunity and diversity by delivering diversity action plan and measurable improvements against</p> <p>a) Home Secretary's targets for race equality and</p> <p>b) Cabinet Office diversity targets</p>	<p>Complete race awareness training for all senior managers by 09/2000</p>	<p>Senior management training completed</p>	
	<p>Develop a better deal for staff</p>	<p>Meet all mandatory civil service reform targets by 03/2001</p>	<p>Met</p>	
		<p>Final date subject to Cabinet Office targets</p>		
		<p>Achieve Investors in People accreditation by 10/2000</p>	<p>Achieved</p>	
	<p>Move towards electronic records by ensuring all newly created public records are electronically stored and accessed</p>	<p>Define business requirements by 12/2000; solution to be implemented by external partner by 03/2004</p>	<p>Sirius is to be asked to carry out a Strategic Business Advice (SBA) study</p>	
3	<p>To provide or manage effective support services which deliver Best Value, enable business needs to be met and offer staff a safe and healthy working environment and security for people, property and buildings</p>	<p>Respond to customer requests/enquiries on Home Office records within specified times</p>	<p>96% of responses to comply with agreed standards</p>	<p>This target has been met. File retrieval standards met in 100% of cases</p>
	<p>Complete implementation of pay service business strategy</p>	<p>Initial implementation autumn 2000; complete summer 2001</p>		<p>Some delay in final software delivery. Integration testing completed 12/2000. Further testing in early 2001 leads up to parallel running in April/May 2001; will go live 06/2001</p>

## European and international unit

	Objectives/supporting objective	Performance measure	Targets and milestones 2000-01	Latest outturn
1	To enable the Home Office to achieve coherent, consistent and defensible policies and strategies on European and international issues which protect and promote UK interests	Proportion of Home Office policies and strategies on EU and international issues which facilitate the achievement of Home Office aims	Suitable EU/international objectives incorporated into the Home Office business plan where appropriate  UK involvement in year 2000 twinning round JHA projects in key countries in Central Europe Successful development and agreement to implementation of an overarching departmental EU strategy, including personnel issues as necessary	On course  UK Pre-Accession Advisers lead JHA projects in four applicant countries. Overarching departmental EU strategy agreed by HO management board 11/2000
		Department's satisfaction with the provision of the knowledge and skills necessary to deliver policy and promote and protect UK interests within Europe	1. Departmental training needs analysis 2. Training strategy developed (08/2000) 3. Training programme implemented 4. EIU guidance on working with Europe updated (at least annually)	On course. Departmental training needs analysis completed 11/1999. Strategy agreed by Home Office Management Board 11/2000. Manual of Guidance amended to take account of Treaty of Amsterdam and other developments 02/2000
		Proportion of Ministerial and official visits which fulfil customer requirements and contribute towards the delivery of the Home Office aims	Programme of visits to include two inward/outward Ministerial visits per year, with particular focus on French and German Ministers	Frequent contact maintained with French and German Ministers. Three formal meetings this year with German Ministers and four with French Ministers

## Legal adviser's branch

	Objectives/supporting objective	Performance measure	Targets and milestones 2000-01	Latest outturn
1	Delivery of government and Private Members' bills and the drafting of secondary legislation within agreed timetables	Level of client satisfaction	90%	97%
2	Provision of legal advice to Ministers and officials in the Home Office; dealing effectively with domestic litigation, European Court of Human Rights and European Court of Justice cases and with other legal issues of a domestic or international dimension	Level of client satisfaction	90%	95%

	Objectives/supporting objective	Performance measure	Targets and milestones 2000-01	Latest outturn
3	Provision of above services to Northern Ireland Office	Level of client satisfaction	90%	98%

### Planning, finance and performance group

	Objectives/supporting objective	Performance measure	Targets and milestones 2000-01	Latest outturn
1	To help Home Office and criminal justice Ministers develop strategic and cross-cutting policy	Ministerial satisfaction	On time and to specification	Milestones achieved. 'Criminal Justice: The Way Ahead' published 02/2001
2	To contribute to improving the performance of the Department and the CJS in achieving their aims	All responses to Treasury provided on time	<ol style="list-style-type: none"> <li>1. Successful conclusion to negotiations on SR2000 settlement – 07/2000</li> <li>2. Completion of PSA negotiations – 07/2000</li> <li>3. Submission of annual report – 21 days after spring budget</li> <li>4. Agreed investment strategy – 06/2000</li> </ol>	<p>Achieved</p> <p>Achieved</p> <p>Achieved</p> <p>Achieved</p>
		Development of planning and performance systems within the Home Office measured by timeliness of monitoring reports, no in-year reallocations as a result of planning failures		Monitoring reports on time
		Customer satisfaction with quality of information to support decision making	Establish baseline by Q3	Survey methodology being prepared
3	Ensure that resources are used with proper regard to propriety, regularity and VFM, and in compliance with DEL	<p>Expenditure outturn compared with DEL</p> <p>Better value from procurement as measured by number of PX recommendations implemented and amount of savings on contracts</p> <p>Strength of internal controls measured by average assurance level of key systems</p>	<p>At or within DEL</p> <p>3% per annum efficiency/productivity gains realised across the Department</p> <p>Satisfactory – based on individual audit reviews and the adequacy of internal controls</p>	<p>On target</p> <p>3% target achieved in 1999/2000</p> <p>The assurance level across all Home Office systems was 56% (target 60%)</p>

	Objectives/supporting objective	Performance measure	Targets and milestones 2000-01	Latest outturn
4	To account for the Department's income and expenditure and to ensure that the Department's creditors are paid and debts collected	Unit cost of processed transactions; number of payments within 30 days  Statutory accounts completed by due date without qualification by NAO	To establish baseline on unit costs – Q2. 100% of payments made within 30 days  08/2000	The prompt payment figure has improved to 95% since 09/2000 (91%)  Appropriation accounts submitted on time

### Private office

	Objectives/supporting objective	Performance measure	Targets and milestones 2000-01	Latest outturn
1	To provide an effective means of communication between Ministers and: <ul style="list-style-type: none"> <li>• the Department</li> <li>• other government departments</li> <li>• Parliament</li> <li>• other bodies</li> <li>• members of the public</li> </ul> so as to ensure that the interests of the Home Office and Parliament are both protected in respect of Parliamentary business	Volume of new legislation (number of Parliamentary bills)  Proportion of Ministerial correspondence replied to within 15 working days  Proportion of Parliamentary Questions answered within target date	80% of Ministerial correspondence replied to within 15 days by 04/2001  95% of PQs answered in target time	11 bills successfully handled in 1999-2000 session  41%  94%
2	Clearly and in good time, to provide Ministers and the Permanent Secretary with the information and advice they require to fulfil their duties and to provide, or enable the provision of, personal support to ministers to help them conduct Home Office business	Satisfaction from the rest of the Department with response times on processing submissions etc and conveying Ministerial decisions/comments	Responses to submissions, signed letters and other action points despatched within 24 hours (electronically where possible)	Results of the survey are expected spring 2001

## Research development and statistics directorate

	Objectives/supporting objective	Performance measure	Targets and milestones 2000-01	Latest outturn
1	To improve policy making, decision making, decision taking and practice in support of the Home Office aims	Quality assurance and measurability of existing performance targets	Annual review of targets	RDS provided input to the review of Home Office PSA targets submitted as part of the HO business plan and discussed at the RDS Committee in November
		Per cent of projects where acceptable results are submitted for publication within 6 months of the date on which the final report was submitted to policy partners	95%	75 of a total 82 planned publications published (91%)
		Per cent of completed research projects assessed to have met objectives satisfactorily	95%	Exception reporting – no projects identified where partners identify stated objectives not met
		Per cent of research projects where satisfactory post-project assessment is available within 6 months of project completion	95%	Monitoring of post-project implementation not identified from unit business plans at this stage
2	Provide the public and Parliament with information necessary for informed debate and to publish information for future use	Published statistics meet criteria of GSS code of practice	All published statistics conform	Zero exceptions
		Monitor number of revisions to final statistical outputs caused by errors	Zero revisions to published data	4 revisions to 01/2001 data
		Per cent of GSS statistical publications published on or before the publication date announced by ONS	95%	74% (26 out of 35 publications announced) published as planned



## Progress in 1999–2000

### Main achievements of the support directorates include

- The Press Office was restructured in 2000 to reflect the growing 24-hour nature and demands of the media. A news desk, operating from 7am to 10pm weekdays was established. In 2001 the Prison Service Media Relations Unit will move from Prison Service headquarters to 50 Queen Anne's Gate to be fully integrated into the restructured Home Office Press Office.
- A network of internal communications advisers has been established. A team briefing and feedback system is being developed to support staff consultation and discussion, particularly on the Department's change management programme.
- We are developing a Briefing and Reference Database (BARD) which aims to improve the ability of the Home Office to handle enquiries from the media and the public, provide online access to comprehensive and up-to-date information on Home Office policies, and provide us with a 'window' into the Knowledge Network.
- The Home Office successfully managed 11 Bills over the 1999–2000 session. The Home Office is expected to manage 9 government Bills in the 2001 session, and will contribute to the preparation and passage of a number of Private Members Bills, Consolidation Bills, and also Bills where the primary policy responsibility lies with other departments.
- The legal adviser's branch exceeded its 90% client satisfaction targets in both its client satisfaction surveys carried out in May and December 2000. The December survey was revised to give clearer measures of the timeliness and quality of the advice received by LAB customers.
- The Home Office answered 5,576 PQs during 2000, of which 94% were within target.
- A preferred bidder for the Home Office Central London Accommodation Strategy programme was appointed on the 28 July 2000. The final contract is expected to be signed in June 2001. By 2004 staff in six central London buildings will move into a single purpose-built headquarters building in Marsham Street.



### Communications: strategic overview

Communication must always be viewed as an integral part of the formulation and implementation of policy. Marketing communications professionals have developed an external communications strategy which groups key high-level messages under three strategic themes, covering the Home Office seven aims:

1. Reducing crime and building safer communities
2. Promoting equality
3. Balancing rights and responsibilities

This strategic approach has moved the Home Office away from ad hoc campaigning and into producing 'in the round' solutions. The strategy was approved by the Home Office management board and Ministers and 2000/01 has been the first year of implementation. In line with the strategy there have been five campaigns, each in excess of £0.5 million this year working across the key strategic themes. These are:

- Police recruitment                      £7 million
- Vehicle crime reduction                £8 million
- Fire safety (escape routes)            £3 million
- Electoral Register                        £3 million
- Human Rights Act                        £0.9 million

### The Home Office in Europe

- With help from our associated agencies, we are currently running nine twinning projects with Bulgaria, the Czech Republic, Estonia, Hungary, Lithuania, and Romania to improve their capacity to fight organised or economic crime, use forensic science data, combat drugs or discrimination against minority groups, and improve their crime prevention expertise, thus speeding up their preparations for membership of the European Union.
- We have continued to progress several important initiatives agreed at the Tampere European Convention in October 1999. These included detailed plans to combat money laundering and facilitate asset tracing and confiscation.
- Other Home Office priorities agreed by EU Justice and Home Affairs Ministers included the mutual recognition of court decisions, initiatives in the area of crime prevention and youth crime, minimum standards on the protection of victims, the setting up of the Police Chiefs' Operational Task Force and the creation of the European Police College Network.

## Research, Development and Statistics Directorate

The Directorate's work supports all seven Home Office aims and involves both projects where RDS takes lead responsibility, and others where RDS works in partnership with policy directorates.

RDS's objectives are:

- (i) to improve policy making and decision making, decision taking and practice in support of the Home Office purpose and aims
- (ii) to provide the public and Parliament with information necessary for informed debate and to publish information for future use.

## Progress to December 2000

During 2000/01, a range of key work has been undertaken in direct support of Home Office aims as follows:

### Aim 1

- The 2000 British Crime Survey was successfully completed, with results published in October 2000. It provides an important alternative measure of trends in crime to police figures.
- The annual recorded crime figures for 1999/2000 included for the first time more detailed figures for Crime and Disorder Partnership areas.
- A programme of evaluation of the evidence-based crime reduction programme is now fully underway. Reports on neighbourhood wardens and domestic violence were published
- New evaluation evidence on the cost-effectiveness of approaches to crime reduction is emerging for the first time, and will be published during 2001. New evidence on the economic and social impacts of crime, published in December 2000, is also helping to illuminate strategies and priorities in crime reduction. Crime reduction research reports for practitioners were published on alcohol-related crime, repeat victimisation and problem-oriented policing.
- A wide-ranging programme of work on stop and search has been completed and published. Its publication culminated in a Ministerial seminar and the work will provide the basis for national policy proposals on stop and search.

### Aim 2

- Work has continued to support measures to reduce delays in the CJS. A report was published on the indictable-only pilots and progress on the national implementation of other Narey measures was monitored.
- Other Aim 2 research published included:
  - the latest findings from the flows and costs model of the criminal justice system
  - an evaluation of the Protection from Harassment Act
  - a report investigating the feasibility of an independent system for dealing with complaints against the police
  - the use of media in serious crime investigations and identifying the skills of 'effective' senior investigators
  - reports on road rage and the criminal histories of serious traffic offenders.
- RDS had a key role in the development of proposals for a new framework for assessing the efficiency of police forces. This contributed to Clare Spottiswoode's report 'Improving Police Performance', published by the Public Services Productivity Panel.

### Aim 3

- Studies were completed on the possible benefits to the UK of legislation against Racketeering Influenced and Corrupt Organisations (RICO) and on trafficking in women.
- Working definitions for 'organised crime groups' and 'disruption' were developed in support of the PSA measure for disruption of organised crime groups.

### Aim 4

- The final report of the Drug Treatment & Testing Orders Pilot was published. It confirmed the interim report findings of a reduction in the amount of money spent on drugs and the extent of acquisitive crime.
- RDS publications covering Aim 4 include:
  - the European Source Book on Criminal Justice Statistics
  - a study on the implementation by the police of the provisions of the Sex Offenders Act 1997 over the registration of sex offenders
  - a practitioner's guide covering the first year of Home Detention Curfew
  - reports on the parole process and discretionary lifer panels examining decision making about when to release longer sentence and serious offenders
  - a report on the Prison escorts service and the work and training experiences of women prisoners.
- Reports published on young offenders have covered messages from focus groups with young people in prison and evaluations of the Medway Centre for juveniles and the high intensity regime for young offenders at Thorn Cross.

### Aim 5

- RDS has established a new Home Office Citizenship Survey. The survey cuts across Aim 5 responsibilities, and will provide departmental performance indicator data in autumn 2001. The survey has race equality, active community, family, human rights and regulation modules, all underpinned by a social capital theme.
- The Voluntary and Community Research Section has developed a range of projects to support and evaluate the active community agenda. Research was also carried out in support of the measurement of key performance indicators for the Active Community Unit, in particular the creation of one million new volunteers by 2004.

Statistics on scientific procedures on living animals were published.

## Aim 6

- Statistical analysis including monitoring the effects of policy changes, monitoring outturns against published targets; and producing projections of asylum applications and asylum support costs; and projections of passenger arrivals.
- In August, RDS expanded the research component of its support for Aim 6. Projects were commissioned to investigate the feasibility of conducting survey research on asylum seekers, to examine the impact of asylum policies in a number of EU countries, and to understand the decision-making processes of asylum seekers.
- A new team was established to support the National Asylum Support Service (NASS). An interim evaluation of NASS was completed at the end of October 2000. The study has identified key areas for the improvement of NASS and action plans were developed by NASS staff with the study contractors, Deloitte & Touche.
- RDS provided supporting analysis for Barbara Roche's speech in September 2000, in which the Minister called for a national debate on the future of UK migration policy to consider how best to draw upon the benefits of the skills and diversity which migrants may bring to the UK.

## Aim 7

- A considerable contribution has been made to the development of Best Value performance indicators for fire brigades. Much work has also been done to increase the use of statistics by brigades to identify causes of accidental fires and resulting casualties for more effective policy targeting.
- A programme of research and related statistical projects are now being developed in response to the recommendations of the Arson Scoping Study – this work will lead to a greater understanding for policy targeting purposes and better measurement of the arson problem.
- The annual Fire Statistics for 1999 were published in November. An increasing number of fire brigades now send their data on electronic media, saving on brigade administrative costs.

## Case study Review of crime statistics



In July 2000, the Home Office published the Review of Crime Statistics, the first in a series of national statistics reviews that the Home Office is undertaking to quality assure the statistical information it collects and disseminates. Responses

received during the consultation period are being considered by a cross-party and cross-government group of experts to ensure that the review's proposals are implemented with confidence, and that the crime statistics are fit for the needs of the new century.

The review contains a large number of recommendations, starting with the purpose of collecting information on crime – that is to make governments accountable and to reduce the impact of crime on people's lives. The review proposes that the Home Office, with the police service, develops a problem-oriented approach to crime analysis. This would make use of a far broader range of information to tackle the variety of crime problems experienced by society. To do this, we need to look to the established police statistics and

British Crime Survey, but also more widely at other information sources – both within the police service and beyond. In particular, the review explains how greater use should be made of the new police IT systems to provide data of both operational and analytical value. The review also proposes organisational changes to ensure a more efficient and less burdensome system, and improvements in the way in which information on crime is presented, possibly through a new index to measure the changes in crime.

## Modernising government: Home Office initiatives

### Modernising government

This section reports on the Home Office's progress in implementing the White Paper 'Modernising Government', published in March 1999 and on related work to improve the way the Department works. In February 2000 the Department launched its 'Modernisation Action Plan', focusing on key areas of work which needed to be undertaken to drive forward our modernisation agenda. This covers four work streams aimed at: delivering better policy making and policy management; delivering more responsive, quality public services; facilitating modern electronic communication with the public and between ourselves; and achieving through people.

In October 2000 the core Department entered into partnership with a consortium comprising ICL,

PricewaterhouseCoopers (PwC) and Global Crossing to help us develop new processes and new ways of working to support modernisation (the Sirius programme). As part of this we have created a vision for the core Home Office in 2004, which provides a clear direction for our modernisation programme.

The 2000 spending review allocated an additional £20 million to further support our modernisation plans in the period 2001–02 to 2003–04. The Quantum partnership, which the Prison Service entered into in February 2000, will provide the Service with modern IT and telecommunications services, offering a framework for future IT-based business change, and the delivery of modernisation initiatives.

### Policy making

The Home Office, as part of its modernisation agenda, is committed to the Government's Better Regulation initiative and to the five principles of good regulation set out by the Better Regulation Task Force: transparency; accountability; targeting; consistency; and proportionality.

Eighteen regulatory impact assessments were undertaken during 2000 covering a variety of issues from the regulation of investigatory powers legislation to fees charged for animal scientific procedures licenses. The Home Office consults stakeholders widely.

The Home Office supports the principle of the Cabinet Office Enforcement Concordat as a means of promoting common standards among enforcement bodies and helping business and others comply with regulations. Home Office Drugs Branch, Animals, Bylaws and Coroners Unit and the Animals (Scientific Procedures) Inspectorate and Commission for Racial Equality are signed up to the Concordat. We produced a comprehensive policy maker's checklist for use by our staff which gives guidance on good policy making.

### Responsive/quality public services

The Home Office is developing an integrated approach, covering e-business and the Consumer Focus initiative, to meet rising expectations of the quality and timeliness of the services it provides to the public. The aim is to provide services that respond to the real needs of customers and make services more accessible, convenient and friendly. Steps being taken to improve delivery of services include:

- Appointing consumer champions: Lynda Lockyer (core Home Office), Clare Pelham (Prison Service) and Christine Nickles (UKPA)
- Producing a catalogue of Home Office services
- Setting up a Home Office/local authority group to provide partners for service delivery projects and share best practice
- Introducing new technology to improve management of Home Office communications and correspondence
- Extending opening hours at UKPA in response to customer demand
- From 2002 onwards, producing an annual report demonstrating the impact of customer feedback on shaping the way in which services have been developed.

Since April 2000, the Home Office has worked to the revised six service standards for central government. These

standards cover: correspondence handling; appointment times; answering telephone calls; provision of information; complaint procedures; and accessibility.

The core Home Office and Prison Service have a set target for answering letters from the public within 20 working days; and the UK Passport Agency has set a target of 10 working days. Performance against the targets was Home Office 64%; Prison Service 94% and UK Passport Agency 81%. With the introduction of a new tracking system, the Home Office has shown a 12% improvement on the previous year.

41% of replies to Ministerial correspondence have been answered within target. The figure reflects a sustained period of restructuring in IND. Performance overall rose during the last quarter, hitting a peak of 54% on target in December. Work continues to further improve performance.

Details of the Home Office complaints procedure are available on its web site [www.homeoffice.gov.uk/complaints.htm](http://www.homeoffice.gov.uk/complaints.htm) which also provides access to the complaints procedures of the UK Passport Agency, Prison Service and Fire Service College.

The target to respond to 96% of customer requests/enquiries on Home Office records within specified times has been met.

Seventy-five organisations for which the Home Office is responsible now hold the Charter Mark.

## Information age government

Information age government champion (IAGC), Lynda Lockyer, is actively engaged in the IAGC network of activities, set up by the Office of the e-Envoy. We are making good progress towards the target of 100% of services to be available electronically by 2005, with 53% of our services to public and businesses now available electronically. Information on all services and their electronic availability is published on the Home Office web site:  
<http://www.homeoffice.gov.uk/ebusiness/strategy.htm>. Charles Clarke is the Home Office Minister with responsibility for information age government.

About 6,000 staff use the office automation system and every user has Internet access through the Government

Secure Intranet (GSI). IND is planning to connect 3,500 users on an office automation system separate from the GSI at the turn of the year. As the existing office automation systems are provided to new users, they will have access to the full GSI facilities.

Systems have been successfully developed to enable Home Office services to be available electronically. The initial Public Service Agreement (PSA) target of enabling 25% of services delivered to the public and businesses to be available electronically by the end of 2002 has already been exceeded.

## Valuing public services

### Achieving through People

Achieving through People is the action plan for improving the way we manage and support staff in the Home Office. It reflects the key principles of Civil Service Reform and is in part supported by resources from the Government's Invest to Modernise Fund.

Achieving through People is built on seven programmes:

- putting the right people into the right jobs
- stronger leadership with a clear sense of purpose
- better business planning
- sharper performance management
- a dramatic improvement in diversity
- a more open service which brings on talent
- a better deal for staff.

The plan builds on many things that are already happening in the Home Office – performance management training and the wide-ranging work underway on race equality and diversity. It also includes a new focus on developing people – stronger leadership, better management and a new internal development scheme to enable us to make better use of the extensive talent and skills we have in the Home Office.

Better planning is also an important element of the programme, to ensure that we have the people needed to deliver Home Office business and better arrangements for filling posts, with streamlined systems for advertising vacancies.

Key developments over the last year have been:

- A programme of work to develop performance management in the Home Office, including completing delivery of performance management training to all core Home Office staff; introduction of a new performance and development review system (PADR); core competence framework; and roll-out of 360 degree feedback for all members of the SCS.

- Improved induction arrangements, including a central induction programme and web site. A new course, Managing Appraisal, has also been developed for all new staff and managers to provide them with skills in managing performance from the outset of their Home Office careers.
- The development of a rolling programme of improvements to systems for filling vacancies has taken place. This includes electronic advertising and job-specific selection. A mixed economy approach to advertised vacancies and managed postings has improved ability to respond to urgent demands.
- An expanded Interchange programme, new Internal Development scheme, and programmes to develop leadership, management competence, and scarce skills at all levels are being developed. Twenty secondments were arranged by November 2000, with 11 more in preparation, against a target of 25. An Internal Development scheme is being planned for implementation by summer 2001.
- Piloting of assessment centres to replace promotion boards, with full implementation in 2001, will be linked to the introduction of new progression arrangements and the new Internal Development Scheme.
- The average number of working days absence per staff year has been reduced from 10.4 days to 7.1 days. This exceeds the initial target of 7.9 days by December 2001.

## Diversity

A range of measures to work towards a dramatic improvement in diversity have been introduced, including:

- Race equality workshops attended by all senior staff, with completion of race awareness training for all IND managers by March 2001 and race and diversity awareness training planned for all managers by March 2002.
  - Establishment of the Management Board Mentoring Scheme, aimed at improving links between Management Board members and ethnic minority staff; this is expected to lead to a wider mentoring scheme throughout the Home Office in the future.
  - The continuing growth of THE NETWORK, the first such network for ethnic minority staff in a government department, now with over 1,000 members and associate members. There are also plans to establish other networks, e.g. for part-timers and people with disabilities.
- Incorporation of diversity messages in induction training.
  - Continued participation in a bursary scheme for staff with disabilities.
  - Planned inclusion of a nursery in the design of the new Home Office headquarters building.
  - Availability of part-time and job sharing opportunities highlighted in job advertisements.



## Investors in People

By October this year the non-IND Home Office secured IiP accreditation against a new and more challenging version of the IiP standard. The Assessor commented that the Home Office not only met, but was a high achiever against, the new standard.

The Department was particularly praised for the work undertaken to improve equality in the Home Office, with specific reference made to THE NETWORK, as a demonstration of the Department's commitment to developing ethnic minority staff, following previous adverse feedback from staff surveys.

The Home Office is committed to the continuing development of all its staff, and will continue to build on the principles of IiP in taking forward the Achieving through People programme.

## Finance, planning and governance

Cost-effective delivery of the Home Office's aims and of its modernisation programme requires robust and up-to-date systems for strategic and business planning, and for managing the use of resources. Steps taken to strengthen our capability include:

- Setting up of a new strategic policy team to provide a resource for the Home Secretary to improve strategic policy making, particularly in relation to longer-term and cross-cutting issues.
- The spending review 2000 settlement achieved for the Home Office provides substantial increases in spending on law and order and asylum totalling £1.6/2.2/2.6 billion. A new public service agreement was published reflecting this settlement, and is detailed in section 5.
- We have strengthened our business planning and performance management arrangements. Performance is regularly reviewed against objectives with the Permanent Secretary and corporately with the full Home Office management board.
- We are working with our business change partners to develop a balanced scorecard for the Home Office to ensure that our assessment of business performance focuses on the most important success factors. To develop this further, the Ministry of Defence will be conducting an ongoing peer review of our business planning arrangements, starting in 2001, and we will be examining theirs, with a view to sharing best practice, identifying further opportunities for improvements, and learning from one another.
- Managing the delivery of Home Office business during the period was further strengthened, and performance against each of the targets set within the comprehensive spending review was published. New arrangements were put in place to ensure that efficiencies continued to be driven out across the Department and its agencies.
- The finance foundation project, one of several business change projects within the Sirius programme, should provide the basis of the implementation of a new finance system, following rigorous analysis of our financial process.
- Piloting the Government Procurement Card in the core Department with a view to wider implementation in 2001/02. The purchase order processing system successfully implemented in two business areas of the main HO. In conjunction with the Sirius programme a further roll-out is planned for 2001/02.
- The Department is planning to introduce Resource Accounting and Budgeting from 1 April 2001. New resource baselines and budgets have been set, accounting systems are in place, and training of finance staff is underway across the Department.
- Work is in hand to implement the recommendations of the Turnbull Report on corporate governance, including:
  - production of a risk framework document describing the Home Office's approach to managing the risks to society which our aims require us to limit
  - creation of a dedicated risk management team
  - increasing the effectiveness of audit committees in the core Department agencies and non-departmental public bodies
  - improving the arrangements for the provision of Annual Systems Assurance Statements (ASAS) on the adequacy of systems of financial control from Agency chief executives and directors to the Home Office Departmental Accounting Officer. These are being further developed to cover all systems of internal control (i.e. not just financial control)
  - implementation and development, under the Sirius programme, of a balanced scorecard and use of the European Foundation for Quality Management Excellence Model, as tools for corporate performance management and benchmarking.

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## Health and safety

The Home Office is committed to ensuring that the health and safety of its employees and visitors is managed in a proper way.

Whilst Home Office staff are going about their business they need to be able to do so in a safe and healthy environment. Working towards that need, Health and Safety Services

(HSS), part of Corporate Development and Services Group, has provided the Department with an accessible source of competency in health and safety matters as required by current legislation. Included in this has been the provision of guidance on policy issues, audit and inspection of a range of workplaces across the office and investigation of accidents to prevent recurrence. In

addition, training has been provided on a range of topics including risk assessment, managing safety and general health and safety.

In seeking continual improvement in health and safety, the Department will take into account best practice both within government and from the private sector.

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## Environmental issues

### Progress in 2000–01

Environmental performance is embedded in the Department's business. Mike O'Brien is the Office's Green Minister, and with the Permanent Secretary takes responsibility for integrating environmental considerations into estate management, operational and policy areas. He promotes the Department's environment strategy, responds to the Parliamentary Environmental Audit Committee (EAC) and provides information for the Green Ministers' Committee.

### Sustainable development

Crime is often concentrated in neighbourhoods which suffer from a range of social problems, including a poor physical environment. Home Office programmes to tackle crime and build communities bear directly on efforts to improve the quality of life, particularly in the most disadvantaged areas, as is brought out in the 'New Commitment to Social Renewal National Action Plan' published on 15 January 2001 to which the Home Office is fully committed. The Home Office is increasingly working in partnership with others to deliver programmes which help the environment.

#### Examples of programmes in which the Home Office is involved which contribute to sustainable development

Programme	Sustainable development implications
Strengthening support to the 376 crime and disorder partnerships through appointment of ten Crime Reduction Directors for the English regions and Wales.	Less crime and anti-social behaviour helping communities to prosper and reducing environmental degradation from vandalism and graffiti.
'On Track': improved inter-agency co-operation to identify and support children at risk of offending and their families.	
Intervention work in schools: initiative to improve management of pupils' behaviour, reduce truancy and exclusion.	Helping young people to grow up as responsible, employable citizens, contributing to a better quality of life for themselves and the communities in which they live.
Youth inclusion programme: 70 schemes in high crime areas to reduce youth criminality within a regeneration and renewal framework.	
Home security measures for people over 60 in high crime areas.	Offered in conjunction with the home energy efficiency scheme providing heating and insulation improvements to the homes of those most vulnerable to cold-related ill health.
CCTV cameras at Underground station car parks, in conjunction with London Transport and British Transport police.	Encouraging car users to complete their journeys into central London by Underground, thereby reducing carbon emissions.
Active community initiative to increase individuals' involvement in their communities.	Helping communities and neighbourhoods to come together more effectively to improve the local environment and quality of life.

### Environmental appraisals

Policy makers are encouraged to screen their policies for environmental impact by using a policy development checklist. The checklist has been revised, giving improved guidance to policy makers on environmental appraisals.

## Greening operations

A greening operations policy was introduced in June 1998 covering energy, water, waste, procurement and transport. This is underpinned by a workplan, agreed and regularly reviewed by the Green Minister. Progress over the last year includes the following:

- Energy consumption for 1998–9 (the latest figures available) had reduced by 15% from the 1990 base year.
- Energy benchmarks set for all key office buildings.
- Green electricity procured for five out of the six central London headquarters buildings.
- Water consumption targets introduced for all key sites with an aim of reducing consumption by 30%.
- Government-wide office waste target to recover 40% of total office waste with at least 25% of that recovery coming from recycling or composting.
- Waste minimisation pilot schemes introduced at three sites and a waste minimisation guidance manual produced.
- Travel plans completed for all but one of the key sites on the Home Office non-prison estate.
- Green fleet vehicle policy introduced and incorporated into departmental transport manual.
- Fleet vehicle purchasing targets set requiring at least 70% of all new vehicles to use either dual fuel technology or the latest low particulate diesel filters.

- Use of recycled paper piloted within main headquarters building.
- New Central London headquarters building has the potential to expect an excellent Buildings Research Establishment Environment Assessment Method (BREEAM) rating. The refurbishment of Lunar House is expected to achieve a very good BREEAM rating.

The official Green contact is Richard Tippett of the Buildings and Estate Management Unit. He can be contacted on 020 7271 8471, e-mail Richard.Tippett@homeoffice.gsi.gov.uk. The senior official with lead responsibility for sustainable development is Lynda Lockyer, Director, Corporate Development and Services Group, Room 708, Clive House, Petty France, London SW1H 9HD.

Plans for the coming year include:

- waste minimisation schemes at all key sites
- energy benchmark all key non-office buildings
- water benchmark all key buildings
- participation in government-wide pilot scheme for purchase of recycled paper
- following the Government's strengthened procedure on purchase of timber and timber products from legal and sustainable sources.

## Home Office capital

### Capital allocation

The capital allocation to the Home Office is £856 million for 2001–02. This includes an extra £489 million allocated in the spending review 2000. Capital now represents more than 8% of the total Home Office budget, a significant increase on the 5% in 2000–01. The capital allocation includes grants and credit approvals to police authorities and allocations to the fire authorities and non-departmental public bodies. The Home Office has an existing allocation of £106 million of PFI credits for 2001/02 and this will increase to £132 million in each of 2002/03 and 2003/04. (£125 million for England and £7 million for Wales.)

### Capital modernisation fund\*

This is a competitive challenge fund with the objective of funding additional capital projects that meet government objectives in an innovative way. The Home Office has been successful in securing additional capital funds following bids to the CMF in rounds one and two. These are:

#### Round one\*

- A joint project with DETR for reducing both vehicle and housing estates crimes, through the use of CCTV and local partnerships. (£150 million)
- A contribution of £50 million towards the introduction of the new public safety communications network, 'Airwave'.
- A contribution of £17 million towards the expansion of the DNA database.

In addition, £30 million has been allocated to IT in the criminal justice system (CJS) for allocation by CJS Ministers. The allocations agreed were: £12 million to the Crown Prosecution Service, £8.65 million to Lord Chancellor's department (Court Service), £6 million to Police Information Technology Organisation, and £3.35 million to interface development work.

**Round two\***

- National Technical Assistance Centre to assist law enforcement agencies in the use of electronic communication for detection of crime and seizure of computer files. (£25 million)
  - Equipment for the video recording of police interviews. (£20 million)
  - Further development of the DNA database. (£17 million)
  - £40 million towards the restructuring the prison estate.
  - £40 million contribution towards the National Strategy for Police Information Systems (NSPIS).
  - Video links – modernising the court process. (£5.3 million)
  - Post-release support hostel for prisoners after drug treatment. (£5 million)
  - A project to look at, and develop solutions for, the electronic ‘chipping’ of goods (£4.5 million) of which £2.9 million provided 2000–01.
  - Police web site for data sharing between agencies in London (Project LION - £0.95 million).
  - IT interfaces in the CJS. (£1.48 million)
  - Technologies for searching people. Purchase of 5 X-Ray scanner units for detecting concealed people. (£9m)
  - Mother and Baby unit for under 18s. Development of two mother and baby units for girls under 18 sentenced or remanded. (£4m)
  - Electoral registration IT. To create a series of standardised local registers in local authorities that can be linked and accessed nationally. (£11.8m)
  - Small business security in high crime areas. CCTV cameras, alarms, security shutters for retail businesses in high crime areas. (£15m)
  - Chipping of goods initiative. Incorporation of electronic tags into individual items or consolidated shipments e.g. pallets, plastic crates or roll cages. (£1m)
  - Capital costs of secure accommodation for young offenders. Expansion of STC estate at Rainsbrook and Medway to develop 104 non-prison service places for girls and vulnerable young people. (£18m)
- \* The figures quoted refer to the total project costs and may be spread over more than one year.

**Formal bids for round three are:**

- National Firearms Intelligence Database- enabling information on firearms, cartridges cases, weapons components etc. used in crime to be collated and links established to different incidents & other forensic databases e.g. National DNA database. (£1.41m)
- Automated Palm Print identification system. Implement to all forces in England & Wales an automated system of palm print matching. (£17.0m)
- Police Training: ICT and Distance learning Developing common IT systems across the Police service including a police intranet, new hardware and networks and course-ware. (£11.3)
- Joining up Partnerships in East Midlands (aka Project JUPITER) Establish an information sharing and crime mapping network piloted in the East Midlands region. (£6.6m)
- National Technical Support Unit Build a new ORCHID building, develop new equipment & techniques & deliver specialist training-develop national tracking systems-update electronic & mechanical workshop & audio surveillance tools. (£9m)
- Integrated criminal justice centres in Warwickshire – ‘Joined Up Justice’ Create two multi-agency criminal justice centres with courts, CPS, police and probation staff. (£21.7m)

## Invest to save funds

Invest to Save is a fund set up by the Government. Its aims are to identify innovative, modern, yet cost effective ways of delivering public services, whilst improving their quality and effectiveness. The bids must increase joint working between different parts of government and demonstrate a clear link to the Department's aims and objectives.

### Round one

A Home Office bid for a pilot scheme in Sussex integrating the processing of prisoners and the preparation of prosecution files is proceeding. It amounts to £394,000 including £150,000 for capital.

The Home Office also supported a successful bid from the Department of Health for the piloting of joint emergency control centres in Cleveland, Wiltshire and Gloucestershire. (£7.8 million)

### Round two (2000/01)

Eleven bids, totalling £6.8 million and representing almost 90% of the amount bid for by the Home Office, were successful in round two.

- A joint non-emergency call and information centre in Kent: £2,535k.
- An NCIS project to improve the identification and seizure of crime assets through IT links: £2,760k.
- A database for substance misuse treatment services in Staffordshire: £50k.
- A call centre in Haringey focusing on race and hate crimes: £118k.
- Exploitation of Internet for the criminal justice system (e.g. for information exchange between agencies): £699k.
- Extension and delivery of young offender behaviour programmes: £120k.
- Implementation of a tele-medicine service between Belmarsh prison and Greenwich Healthcare Trust: £199k.
- Developing mechanisms for joining up funding and policy development for family support work: £48k.
- Joint communications between fire brigades in the West Midlands: £40k.
- Mobile data – a joint fire brigades approach: £50k.
- Electronic interactive exchange of information between the Forensic Science Service, Police forces, and the Crown Prosecution Service: £240k.

### Round three

The following formal bids, totalling £12.8 million have been submitted to Treasury:

- A multi-agency Probation Service led project to reduce the dependency of offenders with drug, alcohol and/or mental health problems.
- Programmes to reduce the re-offending rates of short-term prisoners.
- Higher profile policing in rural areas through mobile facility delivering outreach service including service to asylum seekers.
- A joint project between the Data Protection Commission, Inland Revenue and DSS to identify agencies that procure personal information by deception.
- Intelligence led network of agencies to identify vulnerable citizens and property and reduce crime in that area.
- Fingerprint based ID and verification service to electronically validate individuals from arrest to release.
- A project to address crime and social exclusion through an inter-agency response between Leicester Constabulary and Housing Department.
- A video-conferencing facility tackling youth crime by enabling youth offenders teams to link up quickly with secure establishments.
- A project to link the criminal Cases Review Commission and the Court of Appeal to deliver more effective public services through an interactive web site and GSI site.
- Northumbria Police Force and NHS Direct propose an integrated interactive police web site.
- Avon and Somerset Constabulary, Somerset County Council, DVLA and the BBC: an interactive online police web site to improve reporting of crime, public information and bureaucracy reduction.
- The development of an integrated IT based response service to the public covering race, gender and disability.
- Nottingham Fire & Rescue and Notts County Council: a pilot study for data sharing to enhance targeting of services to vulnerable groups.
- A Merseyside Probation and Police services proposal to tackle alcohol related crime through co-ordinated use of Information and Communication Technology.
- A project between Cleveland fire and police services to reduce arson through prevention, education, investigation and detection.
- A project between Merseyside Police Force and Liverpool University to collect and analyse data relating to truancy.

- A project between the Youth Justice Board and the Metropolitan Police Service for restorative justice to reduce robbery and bullying by schoolchildren.
- A multi-agency response offering immediate crisis support to victims of domestic violence.
- A project between PITO and CJS to establish a national internet portal to link force web sites to provide police services and information electronically to the public.

## Home Office investment strategy

The Home Office has a capital base within its accounting boundary of £4.8 billion at 1st April 2000. This includes Core Home Office, Prison Service and NDPBs. The Prison Service accounts for some 94% of this. The priority for the Home Office is to deliver its seven strategic aims and the commitments in its Public Service Agreement. The investment strategy links these aims and key targets to the supporting activities. The strategy examines the challenges faced by each aim, the role of the existing asset base and the plans for new investment. The key issues that will strongly influence the Home Office's future capital management and investment strategy include:

- The need to reduce crime and to increase the number of offenders being convicted.
- Capital requirement to support investment in police officer numbers.
- The need to improve the cohesiveness of the criminal justice system to reduce delays and increase the number of crimes for which an offender is brought to justice.
- The future track of the prison population following a period of rapid expansion.
- Improved regimes to reduce re-offending.
- The trend in numbers of asylum seekers and the need to improve efficiency in dealing with cases.
- Modern standards of fire cover.
- Significant past under-investment in new assets and maintenance of existing assets.
- The opportunity and need to make greater and more effective use of IT.
- Strengthening overarching systems and budgeting mechanisms to improve the ability to achieve the best allocation and value for money.
- A demanding agenda of legislation and other initiatives in order to achieve the aims.
- Fit with the longer-term plans and trends.

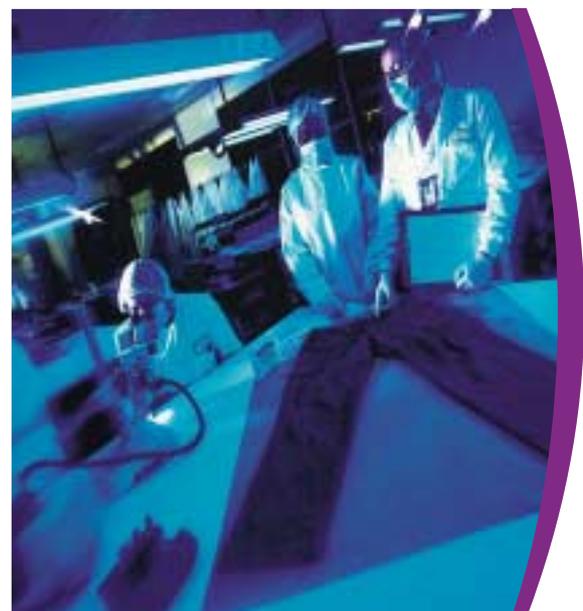
## Asset disposal strategy

The policy is to dispose of surplus, uneconomic or unsuitable assets (mainly buildings), by replacement and upgrading as part of the investment appraisal process, and to reinvest the proceeds as part of the capital programme, rationalising where appropriate by the sharing of facilities or accommodation.

The Home Office has few surplus owned assets and, as a result, few opportunities for disposals. The major disposals relate to the Prison Service and to the core Home Office buildings and IT infrastructure. The latter are to be disposed of as part of the PFI deals for the Home Office Central London Accommodation Strategy and the Sirius partnership.

In addition to disposals of owned assets there are plans and potential for disposals of some assets held by local authorities and NDPBs. These are mainly police and fire service buildings that are considered unsuitable for modern operational needs.

The Home Office has a target of £180 million from asset disposals over the three-year period 2001–02 to 2003–04. Under Treasury guidelines any proceeds from capital disposals can be utilised for further capital expenditure.



## Private Finance Initiative

These contracts involve the use of a private sector partner to design, build, finance and operate assets under long-term contracts. The suppliers are paid for the use of the assets as a service and the contracts provide for penalties if the assets are not maintained properly and/or not available for use as required. The capital element of PFI contracts signed by 1 April 2000, including local police and fire services, was £798 million. It is projected to be £2 billion by 1 April 2004.

The first PFI prisons became operational in 1997.

Experience gained from managing these initial contracts is now fed into new proposals. Developments to operational specifications and performance requirements are now much more closely based on Prison Service standards. The original PFI contracts have since been re-negotiated to incorporate these improvements.

An increasing number of PFI projects are for the police and fire service. The Home Office has an existing allocation of £106 million of PFI credits for 2001–02 and this will increase to £132 million in each of 2002–03 and 2003–04. (£125 million for England and £7 million for Wales.)

Following the publication of the Accounting Standards Board's (ASB) Amendment to Financial Reporting Standard (FRS) 5, a number of PFI schemes previously classified as off-balance sheet under the previous guidance are now expected to be reclassified (either in full or part) as on the Department's balance sheet. The total impact of these changes will be to add an estimated £439 million to the net assets of the Home Office.

## Procedures and systems

The strategy is to develop and invest in new and effective approaches to service delivery, many of which are based around the use of modern technology. This will include research, trials, the setting up of pilot or 'beacon' schemes and supporting locally based innovative schemes with the aim of spreading good and effective practice.

The use of information and communication technology (ICT) is increasing rapidly across all sectors, enabling increased effectiveness (police technology), efficiency (paper to computer files) and joint working (criminal justice system – [www.criminal-justice-system.gov.uk](http://www.criminal-justice-system.gov.uk)).

One of the Government's overarching aims is the electronic delivery of all government services online by 2005. Considerable improvements in efficiency, effectiveness and meeting of targets can be achieved through a strategy of linking the systems of many organisations within the Home Office's policy remit. This includes the sharing of information and case files, as adopted in both the CJS and the Immigration and Nationality Directorate.

A co-ordinated ICT strategy has been put in place to deliver a comprehensive service across the Department. It is based around four major programmes:

- Sirius Programme for the core Home Office.
- QUANTUM for the Prison Service.
- Integrated Business and Information Systems (IBiS) for the criminal justice system.
- National Strategy for Police Information Systems (NSPIS).

The first two projects are long-term public private partnership arrangements and include significant business change, as well as IT and telecommunication services. IBiS covers both ICT systems and related business processes in the main criminal justice organisations (police, magistrates' courts, Crown Court, Crown Prosecution Service, Prison Service and Probation Services). NSPIS covers the police, and also links to other organisations including those participating in IBiS.

Significant investment is also being made in police communications, through the public private partnership with BT to provide 'Airwave', an integrated public safety communication system to which other emergency services will also have access.





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# Section 5 )

2000 spending  
review

**Building a safe,  
just and tolerant society**

# 2000 spending review

The results of the 2000 spending review were announced in July 2000. Resources for the Home Office over the next three years, from a baseline of £8.2 billion in 2000/01, will increase to:

<b>2001/02</b>	£9.6 billion
<b>2002/03</b>	£10.3 billion
<b>2003/04</b>	£10.6 billion

The settlement will be used to deliver the new public service agreement (PSA) targets set out below.

The spending review provided for substantial investment in the police including provision for additional police officers. It took the number to be recruited between 2000/01 and 2002/03 to 9000, over and above the total which would otherwise have been recruited. Complementing this is

provision for enhancing the speed and effectiveness of the criminal justice system, (including through the expansion of the DNA database and improvements to IT) and for increases in the number of prisoners completing programmes known to be effective in reducing reoffending.

Substantial provision has been made for IND to ensure continued progress in reducing the backlog of asylum applications, and that there is a step-change in the number of failed asylum applicants being removed from the country. Important work on tackling organised crime, further reducing fire deaths, and promoting race equality and public involvement in the community will also be pursued over the SR2000 period. Further details can be found at: <http://www.hm-treasury.gov.uk/sr2000/psa/index.html>.

The 18 Home Office and criminal justice system PSAs are set out below, under the corresponding Home Office aim.

## Home Office Aims and Public Service Agreement Targets

**Aim 1:** Reduction in crime, particularly youth crime, and the fear of crime; and the maintenance of public safety and good order.

1. Reduce the key recorded crime categories of: vehicle crime by 30% by 2004; domestic burglary by 25%, with no local authority area having a rate more than three times the national average, by 2005; and robbery in our principal cities by 14% by 2005.

Target contributing to CJS PSA.

2. Ensure by 2004 that the levels of fear of crime in the key categories of violent crime, burglary and car crime, reported in the British Crime Survey (BCS), are lower than the levels reported in the 2001 BCS.

Target contributing to CJS PSA.

3. Reduce the proportion of people under the age of 25 reporting the use of class A drugs by 25% by 2005 (and by 50% by 2008).

Target contributing to Action Against Illegal Drugs PSA.

4. Reduce by 2004 the economic cost of crime, as measured by an indicator to be developed by March 2001.

Target contributing to CJS.

**Aim 2:** Delivery of justice through effective and efficient investigation, prosecution, trial and sentencing, and through support for victims.

5. Improve the level of public confidence in the CJS by 2004, including improving that of ethnic minority communities.

Target contributing to CJS PSA.

6. Increase the number and proportion of recorded crimes for which an offender is brought to justice.

Target contributing to CJS PSA.

7. Improve by five percentage points the satisfaction of victims and witnesses with their treatment by the CJS by 2002 and thereafter at least maintain that level of performance.

Target contributing to CJS PSA.

8. Reduce by 2004 the time from arrest to sentence or other disposal by:

- reducing the time from charge to disposal for all defendants, with a target to be specified by 31 March 2001;
- dealing with 80% of youth court cases within their time targets; and
- halving from 142 to 71 days by 2002 the time taken from arrest to sentence for persistent young offenders and maintaining that level thereafter.

Target contributing to CJS PSA.

**Aim 3:** Prevention of terrorism, reduction in other organised and international crime, and protection against threats to national security.

9. Disrupt 10% more organised criminal enterprises by 2004.

**Aim 4:** Effective execution of the sentences of the courts so as to reduce reoffending and protect the public.

10. Reduce the rate of reconvictions: of all offenders punished by imprisonment or by community supervision by 5% by 2004 compared to the predicted rate; and of all young offenders by 5% by 2004 compared to the predicted rate.

Target contributing to CJS PSA.

11. Reduce the levels of repeat offending amongst problem drug-misusing offenders by 25% by 2005 (and by 50% by 2008).

Target contributing to Action Against Illegal Drugs PSA.

12. Maintain the current low rates of prisoner escapes including no category A escapes.

**Aim 5:** Helping to build, under a modernised constitution, a fair and prosperous society, in which everyone has a stake, and in which the rights and responsibilities of individuals, families and communities are properly balanced.

13. Make substantial progress by 2004 towards one million more people being actively involved in their communities.
14. Promote race equality, particularly in the provision of public services such as education, health, law and order, housing and local government, and measure progress by the annual publication of Race Equality in Public Services, a set of race equality performance indicators across the public sector; and achieve representative workforces in the Home Office and in police, fire, probation, and prison services.

**Aim 6:** Regulation of entry to, and settlement in, the United Kingdom in the interests of social stability and economic growth; the facilitation of travel by UK citizens; the support of destitute asylum seekers during consideration of their claims; and the integration of those accepted as refugees.

15. Ensure that by 2004, 75% of new substantive asylum applications are decided within two months.
16. Enforce the immigration laws more effectively by removing a greater proportion of failed asylum seekers.

**Aim 7:** reduction in the incidence of fire and related death, injury and damage, and ensuring the safety of the public through civil protection.

17. Reduce the incidence of accidental fire-related deaths in the home by 20% averaged over the five-year period to March 2004 compared with the average recorded in the five-year period to March 1999.

**Value for money**

18. Ensure annual efficiency gains by police forces are worth in total at least 2% of overall police spending in that year.

# Criminal justice system

## Aim, and corresponding objectives

To reduce crime and the fear of crime and their social and economic costs; and to dispense justice fairly and efficiently and to promote confidence in the rule of law.

**Objective 1:** to reduce the level of actual crime and disorder.

1. Reduce the key recorded crime categories of:
  - vehicle crime by 30% by 2004;
  - domestic burglary by 25%, with no local authority area having a rate more than three times the national average, by 2005;
  - robbery in our principal cities by 14% by 2005.

**Objective 2:** to reduce the adverse impact of crime and disorder on people's lives.

2. Ensure by 2004 that the levels of fear of crime in the key categories of violent crime, burglary and car crime, reported in the British Crime Survey (BCS), are lower than the levels reported in the 2001 BCS.

**Objective 3:** to reduce the economic costs of crime.

3. Reduce by 2004 the economic cost of crime as measured by an indicator to be developed by March 2001.

**Objective 4:** to ensure just processes and just and effective outcomes.

4. Reduce the rate of reconvictions:
  - of all offenders punished by imprisonment or by community supervision by 5% by 2004 compared to the predicted rate; and
  - of all young offenders by 5% by 2004 compared to the predicted rate.

**Objective 5:** to deal with cases throughout the criminal justice process with appropriate speed.

5. Reduce by 2004 the time from arrest to sentence or other disposal by:

- reducing the time from charge to disposal for all defendants, with a target to be specified by March 2001;
- dealing with 80% of youth court cases within their time targets; and
- halving from 142 to 71 days by 2002 the time taken from arrest to sentence for persistent young offenders and maintaining that level thereafter.

**Objective 6:** to meet the needs of victims, witnesses and jurors within the system.

6. Improve by five percentage points the satisfaction level of victims and witnesses with their treatment in the CJS by 2002 and thereafter at least maintain that level of performance.

**Objective 7:** to respect the rights of defendants and to treat them fairly.

7. Improve the standard by which the CJS meets the rights of defendants, by achieving by 2004 100% of targets in a basket of measures as defined in the CJS business plan.

**Objective 8:** to promote confidence in the criminal justice system.

8. Improve the level of public confidence in the CJS by 2004, including that of ethnic minority communities.
9. Increase the number and proportion of recorded crimes for which an offender is brought to justice.

### Value for money

The CJS departments will define and publish a value for money target for the criminal justice system by March 2001.



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# Section 6 )

## Financial tables



**Building a safe,  
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# Common Core Tables

Table 1 Resource plans summary table

	1998–99 £ million	1999–2000 £ million	2000–01 £ million	2001–02 £ million	2002–03 £ million	2003–04 £ million
Total spending in DEL	7,337	7,574	8,946	9,715	10,194	10,538
Spending in Employment Opportunities Fund DEL	1	#	–	–	–	–
Total spending in AME	811	725	429	479	558	619
<i>of which non-cash AME</i>	811	413	427	478	557	618
<b>Consumption – the Resource Budget</b>						
Resource DEL	6,832	7,082	8,218	8,778	9,195	9,650
EOF DEL	1	#	–	–	–	–
Resource AME	811	725	429	479	558	619
<i>of which programme spending</i>	–	312	1	1	1	1
<i>non-cash items in Resource AME</i>	811	413	427	478	557	618
Total Resource Budget	7,645	7,808	8,647	9,257	9,754	10,269
adjustment to reach operating cost	121	201	280	349	337	331
Net Operating Costs	7,765	8,009	8,927	9,606	10,090	10,600
adjustment to reach voted total	12	12	11	15	15	15
Net Total Resources (Voted)	7,778	8,021	8,938	9,620	10,105	10,615
<b>Investment – the Capital Budget</b>						
Capital DEL	505	492	727	937	999	889
Adjustment to reach voted capital	–213	–281	–339	–502	–538	–519
Net Capital Expenditure (Voted)	291	210	389	435	460	370

This table summarises information on spending plans, accounts and Estimates across Home Office and HM Prison Service. All this information is presented in more detail in tables 4 to 7.

This table sets out, in resource terms, a summary of expenditure from 1998–99 to 2003–04. The first part shows total expenditure in Departmental Expenditure Limit (DEL) and Annually Managed Expenditure (AME) for the Department, including the new non-cash items introduced by Resource Accounting and Budgeting (RAB). This is then split into resource and capital expenditure; the former showing what the Department consumes in current spending and the latter showing planned investment expenditure.

The ‘Total Resource Budget’ and ‘Total Capital Budget’ figures illustrate, in resource terms, total DEL and AME expenditure

in the Department’s budget. This includes expenditure such as the consumption and investment of NDPBs, which is outside the departmental accounting boundary and some of which is not voted by Parliament. ‘Programme Spending in Resource AME’ is used to distinguish annually managed programme expenditure from the non-cash items which score in AME under stage 1 resource budgeting.

‘Net Operating Costs’ and ‘Capital Expenditure in Accounts’ show the expenditure covered in the departmental resource accounts, while ‘Net Total Resources (Voted)’ and ‘Net Capital Expenditure (Voted)’ show the resources and capital expenditure voted by Parliament in Estimates. Reconciliations between the budgeting accounting and Parliamentary Estimates aggregates are shown in tables 6 and 7 for resources and capital expenditure.

	1998-99 £ million	1999-2000 £ million	2000-01 £ million	2001-02 £ million	2002-03 £ million	2003-04 £ million
Net Total Resources (Voted)	7,778	8,021	8,938	9,620	10,105	10,615
Net Capital Expenditure (Voted)	292	210	389	435	460	370
Adjust for non-cash transactions	-769	-399	-410	-452	-534	-596
Adjust for movements in working capital	-664	-208	-90	27	12	12
Adjust for transfers from provision	-	-1	#	-3	#	#
<b>Net Cash Required</b>	<b>6,638</b>	<b>7,623</b>	<b>8,827</b>	<b>9,627</b>	<b>10,042</b>	<b>10,401</b>

Under RAB, Parliament votes both a net resource requirement for departmental expenditure, reflecting the total Voted provision sought in resource terms, and the cash requirement needed to fund this commitment. The Voted net cash requirement represents the Parliamentary limit for the Department in cash terms and the limit for the amount of cash which can be drawn down for use by the Department in the year.

The Voted net cash requirement is calculated by removing non-cash costs from net operating costs, adjusting for accruals/cash differences such as timing, and then stripping out the part of the departmental cash requirement that is not Voted.

	1998-99 £ million	1999-2000 £ million	2000-01 £ million	2001-02 £ million	2002-03 £ million	2003-04 £ million
<b>Net Assets/Liabilities within Accounting Boundary</b>						
Fixed Assets	4,475	4,803	5,009	5,181	5,288	5,241
Working Capital	-11	-94	-19	-43	-55	-82
Total Capital Employed	4,464	4,709	4,990	5,138	5,233	5,159

RAB gives a much clearer picture of the capital assets used by a department. This is used as the basis for calculating the cost of capital charges paid by departments to reflect the economic costs of holding the assets. Table 3 sets out Total Capital Employed by the department.

Table 4 Consumption: analysis of resource budget spending plans

	1998-99 £ million	1999-2000 £ million	2000-01 £ million	2001-02 £ million	2002-03 £ million	2003-04 £ million
<b>Resource Budget</b>						
<b>DEL</b>						
<b>RfR1</b>	<b>4,865</b>	<b>5,063</b>	<b>6,071</b>	<b>6,540</b>	<b>6,888</b>	<b>7,268</b>
A Police and crime reduction	172	145	219	501	361	384
B Criminal policy and programmes	74	115	108	779	891	953
C Criminal Records Bureau	-	-	-	4	4	4
D Organised and International Crime	25	22	26	42	45	47
E Constitutional and community	49	59	55	53	64	90
F Immigration and nationality	243	461	1,194	904	951	1,038
G Passport Agency	57	-2	-15	-5	-5	-5
H Fire and emergency planning	29	30	29	36	35	35
I Research and statistics	14	16	34	18	18	18
J Central services	78	100	127	126	139	149
- Firearms compensation	42	6	#	-	-	-
- Electoral Commission - start up costs	-	-	#	-	-	-
K Police: grants	3,650	3,698	3,824	3,995	4,340	4,511
L Police current grants outside AEF	10	10	61	73	30	30
M Fire and emergency planning grants	14	14	14	14	14	14
- Probation current grant	328	346	374	-	-	-
- Probation current grant outside AEF	1	1	-	-	-	-
- Section 11 (ethnic minorities) grants	79	26	-	-	-	-
- Kosovan evacuees special grant	-	14	20	-	-	-
<b>RfR2</b>	<b>1,697</b>	<b>1,682</b>	<b>1,650</b>	<b>1,721</b>	<b>1,918</b>	<b>1,991</b>
A Prison operations (public sector)	1,295	1,329	1,323	1,341	1,493	1,556
B Prison operations (contracted-out)	262	223	243	269	277	277
C Prison Service headquarters and central services	139	130	84	110	148	158
<b>Non-voted expenditure</b>	<b>271</b>	<b>338</b>	<b>498</b>	<b>517</b>	<b>389</b>	<b>391</b>
<b>Total DEL</b>	<b>6,832</b>	<b>7,082</b>	<b>8,218</b>	<b>8,778</b>	<b>9,195</b>	<b>9,650</b>
<i>of which:</i>						
Central government spending	2,751	2,972	3,925	4,696	4,810	5,094
Support for local authorities	4,081	4,110	4,293	4,082	4,384	4,555
Public corporations	1	1	1	#	1	1
<i>of which:</i>						
Voted	6,561	6,745	7,720	8,261	8,806	9,259
Non-voted	271	338	498	517	389	391

	1998–99 £ million	1999–2000 £ million	2000–01 £ million	2001–02 £ million	2002–03 £ million	2003–04 £ million
<b>Employment Opportunities Fund (EOF) DEL</b>						
<b>RfR2</b>						
D Prison – Welfare to Work scheme	1	#	–	–	–	–
<b>Total EOF DEL</b>	<b>1</b>	<b>#</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<i>of which:</i>						
Central government spending	1	#	–	–	–	–
<i>of which:</i>						
Voted	1	#	–	–	–	–
<b>AME</b>						
<b>RfR1</b>						
N Police and fire services superannuation	–	1	1	1	1	1
O Police and crime reduction	104	8	8	28	62	95
P Criminal policy and programmes	5	5	11	13	44	58
Q Organised and International Crime	2	#	1	3	4	4
R Constitutional and community	#	#	#	#	#	#
S Immigration and nationality	74	7	10	16	19	20
T Passport Agency	–	1	1	1	1	1
U Fire and emergency planning	34	3	1	1	2	2
V Research and statistics	4	1	#	#	#	#
W Central services	152	12	–10	–9	–12	–13
– Asylum support payments to DSS	–	311	–	–	–	–
<b>RfR2</b>	<b>403</b>	<b>369</b>	<b>398</b>	<b>422</b>	<b>435</b>	<b>448</b>
E Prison operations (public sector)	361	338	354	369	381	394
F Prison operations (contracted-out)	14	13	18	25	25	25
G Prison Service headquarters and central services	27	18	26	29	29	29
<b>Non-voted expenditure</b>	<b>32</b>	<b>6</b>	<b>7</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Total AME</b>	<b>811</b>	<b>725</b>	<b>429</b>	<b>479</b>	<b>558</b>	<b>619</b>
<i>of which:</i>						
Central government spending	811	725	429	479	558	619
<i>of which:</i>						
Voted	779	719	421	477	556	617
Non-voted	32	6	7	2	2	2
<i>of which non-cash items in AME</i>						
<i>of which:</i>						
Changes in Provisions and other charges	–	1	#	3	#	#
Cost of Capital Charges	541	276	280	304	332	355
Depreciation	270	136	148	170	225	263

Table 4 gives a detailed breakdown of the resource or current spending plans from 1998–99 to 2003–04. The functional splits by which resources are allocated match those in the Main Resource Estimates, split into DEL and AME. Non-cash expenditure in AME is shown by category – depreciation, cost of capital charge, changes in provisions and other non-cash charges.

As in previous years, this table gives a breakdown of departmental expenditure into spending by the Central Government sector, Public Corporations and support to local authorities.

Table 5 Investment: analysis of capital budget spending plans

	1998–99 £ million	1999–2000 £ million	2000–01 £ million	2001–02 £ million	2002–03 £ million	2003–04 £ million
<b>Capital budget</b>						
<b>DEL</b>						
<b>RfR1</b>	<b>139</b>	<b>154</b>	<b>392</b>	<b>496</b>	<b>531</b>	<b>497</b>
A Police and crime reduction	13	17	75	119	134	124
B Criminal policy and programmes	–	–	#	86	143	135
C Criminal Records Bureau	–	–	–	1	1	1
D Organised and International Crime	#	#	10	15	#	#
E Constitutional and community	#	#	#	#	#	#
F Immigration and nationality	4	21	125	52	37	5
G Passport Agency	1	2	15	5	5	5
H Fire and emergency planning	#	1	#	1	3	3
I Research and statistics	#	#	#	#	#	#
J Central services	12	6	3	1	1	1
<b>Shown in Estimates as Resource</b>						
<b>Expenditure outside DEL</b>						
X Police capital grants	91	91	91	102	117	117
Y Crime reduction capital grants	–	#	60	88	57	73
Z Criminal policy and programmes capital grants	–	–	–	16	16	16
AA Organised and International Crime capital grants	–	–	#	6	7	8
AB Constitutional and community capital grants	#	#	#	5	10	10
AC Emergency planning capital grants	–	–	–	#	–	–
– Probation capital grants	18	15	11	–	–	–
<b>RfR2</b>	<b>266</b>	<b>230</b>	<b>233</b>	<b>227</b>	<b>224</b>	<b>204</b>
A Prison operations (public sector)	147	94	75	155	136	96
B Prison operations (contracted-out)	136	81	97	–	–	–
C Prison Service headquarters and central services	–24	–13	–14	1	1	1
<b>Shown in Estimates as Resource</b>						
<b>Expenditure outside DEL</b>						
H Estate maintenance and profit/loss	7	69	74	71	87	107
<b>Non-voted expenditure</b>	<b>99</b>	<b>107</b>	<b>102</b>	<b>214</b>	<b>244</b>	<b>188</b>
<b>Total DEL</b>	<b>505</b>	<b>492</b>	<b>727</b>	<b>937</b>	<b>999</b>	<b>889</b>
<i>of which:</i>						
Central government spending	420	403	636	811	847	754
Support for local authorities	85	88	91	126	152	135
<i>of which:</i>						
Voted	405	384	625	723	755	701
Non-voted	99	107	102	214	244	188

Table 5 gives a detailed breakdown of the investment or capital spending plans from 1998–99 to 2003–04. The functional splits by which resources are allocated match those in the Main Resource Estimates, split into DEL and AME.

As in previous years, this table gives a breakdown of departmental expenditure into spending by the Central Government sector, Public Corporations and support to local authorities.

	1998–99 £ million	1999–2000 £ million	2000–01 £ million	2001–02 £ million	2002–03 £ million	2003–04 £ million
<b>Net Resource Outturn (Estimates)</b>	<b>7,778</b>	<b>8,021</b>	<b>8,938</b>	<b>9,620</b>	<b>10,105</b>	<b>10,615</b>
Remove Consolidated Fund Extra Receipts in the OCS	-12	-12	-11	-15	-15	-15
<b>Net Operating Costs (Accounts)</b>	<b>7,765</b>	<b>8,009</b>	<b>8,927</b>	<b>9,606</b>	<b>10,090</b>	<b>10,600</b>
Other Consolidated Fund Extra Receipts	12	12	11	15	15	15
Full resource consumption of non-departmental public bodies	28	-11	-18	-80	-82	-43
Full resource consumption of public corporations	0	-3	-1	-1	-1	-1
Capital grants to the private sector and local authorities	-155	-129	-197	-234	-207	-224
Gains/losses from sale of capital assets	-7	-5	-2	2	-	-
Voted expenditure outside the budget	-	-63	-73	-74	-87	-107
Unallocated resource provision	-	-	-	23	26	29
<b>Resource Budget Outturn</b>	<b>7,645</b>	<b>7,808</b>	<b>8,647</b>	<b>9,257</b>	<b>9,754</b>	<b>10,269</b>
<i>of which:</i>						
Departmental Expenditure Limit	6,832	7,082	8,218	8,778	9,195	9,650
Spending in Employment Opportunities Fund (EOF) DEL	1	#	-	-	-	-
Annually Managed Expenditure	811	725	429	479	558	619

This is a technical table showing the inter-relationship between the three totals for accounts, Estimates and budgets. The **outturn** against the total Voted by Parliament in the **Estimates** is shown first. The **net operating cost** figure in the **accounts** include items which are not part of the resource total voted by Parliament, such as non-voted expenditure within the departmental accounting boundary, and receipts surrendered to the Consolidated Fund.

The **budgeting** total reflects the spending authority for the Department within the Government's framework for expenditure control. This is an administrative limit imposed by the Government on the Department and its sponsored bodies. So the resource budget outturn total includes a number of categories of expenditure, which are not included in, or scored differently from, the totals recorded for Voted Estimates and Department's accounts.

The main adjustments from the net operating cost in the accounts to the outturn against resource budget total are:

- Further adjustments for receipts surrendered to the Consolidated Fund, where these score differently in accounts and in budgets.
- The budget scores the full resource consumption of sponsored bodies (NDPBs and public corporations), whilst the Estimate scores only voted grants to those bodies.
- Capital grants to local authorities and the private sector are voted as current grants in Estimates. But for administrative control purposes, these score as capital in budgets. Similarly, gains and losses on asset disposals pass through the accounts and Estimates on the resource side, but are recycled through the capital budget under the transitional resource budgeting regime.
- Employment Opportunities Fund (formerly Welfare to Work) is voted to Departments in Estimates, but in administrative control terms, it is segregated from the rest of Departmental DEL and AME.
- European Union income is voted but is not included within departmental budgets.
- Departmental Unallocated Provisions (DUPs) are not voted but appear in budgets, as the expenditure has not yet been assigned to a particular function.

Table 7 Reconciliation of capital expenditure between estimates, accounts and budgets

	1998–99 £ million	1999–2000 £ million	2000–01 £ million	2001–02 £ million	2002–03 £ million	2003–04 £ million
<b>Net Voted Capital Outturn (estimates and accounts)</b>	<b>291</b>	<b>210</b>	<b>389</b>	<b>435</b>	<b>460</b>	<b>370</b>
Full capital expenditure by non-departmental public bodies	14	19	11	88	90	51
Full capital expenditure by public corporations	-2	-1	-1	#	#	#
Capital grants to the private sector and local authorities	109	106	163	217	207	224
Gains/losses from sale of capital assets	7	5	2	-2	-	-
Local authority credit approvals	85	88	91	126	152	135
Unallocated capital provision	-	-	-	#	2	2
Other adjustments	-	63	72	73	87	107
<b>Capital Budget Outturn</b>	<b>505</b>	<b>492</b>	<b>727</b>	<b>937</b>	<b>999</b>	<b>889</b>
<i>of which:</i>						
Departmental Expenditure Limit (DEL)	505	492	727	937	999	889
Spending in Employment Opportunities DEL						
Annually Managed Expenditure (AME)						

This table shows the inter-relationship between the three totals for capital expenditure.

The adjustments from the Voted Estimates totals to the capital expenditure in the accounts are broadly the same as they are on the resource side. The main adjustments from the capital expenditure in the accounts to the outturn against the capital budget are as follows:

- The capital budget scores the full capital expenditure of public corporations, including expenditure not funded by Vote.
- Capital grants to local authorities and the private sector, which are Voted as resource expenditure in Estimates, are included in the capital budget.
- Gains and losses on asset disposals pass through the accounts and Estimates on the resource side, but are recycled through the capital budget under the transitional resource budgeting regime.
- Local authority credit approvals are not included in the Estimate but are included in the budget.
- European Union income is not included in the budget, but is in the Estimate.
- Unallocated capital provision in the DUP is not voted in Estimates but is included within the budgeting total.

Table 8 Local authority expenditure						
	outturn 1995-96	outturn 1996-97	outturn 1997-98	outturn 1998-99	outturn 1999-2000	estimated outturn 2000-01
	£ million	£ million				
<b>Current Spending</b>						
Police	6,270	6,627	6,877	7,081	7,451	7,741
Emergency planning	18	18	17	16	21	23
Fire	1,303	1,349	1,420	1,493	1,605	1,642
Other courts	33	34	34	38	42	41
Probation	391	446	462	462	519	496
Registration of Electors	41	43	44	45	46	47
Total current spending	8,058	8,516	8,854	9,136	9,683	9,990
<b>Capital Spending</b>						
Police	211	170	178	170	195	211
Emergency planning	#	-	-	-	-	-
Fire	64	46	43	56	45	5
Other courts	2	#	#	#	#	#
Probation	25	22	19	19	21	23
Total capital spending	302	238	240	244	262	239
<b>Total local authority expenditure</b>	<b>8,360</b>	<b>8,754</b>	<b>9,094</b>	<b>9,380</b>	<b>9,945</b>	<b>10,229</b>

Table 9 Administration costs						
	outturn		estimate		plans	
	1998-99	1999-2000	2000-01	2001-02	2002-03	2003-04
	£ million					
<b>Home Office</b>						
<b>Gross administration costs</b>						
Paybill	1,275	1,316	1,491	1,701	1,773	1,856
Other	932	812	971	1,007	1,056	1,084
Total administration costs	2,208	2,129	2,463	2,708	2,829	2,940
Related receipts	-20	-116	-277	-308	-194	-198
<b>Net Expenditure</b>	<b>2,188</b>	<b>2,012</b>	<b>2,185</b>	<b>2,400</b>	<b>2,635</b>	<b>2,742</b>
Gross controlled administration costs limits						
Administration costs by control area:						
Gross control area:						
Prison Service	1,597	1,585	1,665	1,792	1,874	1,948

	outrurn		estimate	2001-02	plans	
	1998-99	1999-2000	2000-01		2002-03	2003-04
	£ million					
Net Control area:						
UK Passport Agency:						
Gross expenditure	57	92	116	105	105	105
Net expenditure	57	-2	-14	-4	-4	-4
Forensic Science Service:						
Gross expenditure	65	-	-	-	-	-
Net expenditure	65	-	-	-	-	-
<b>Outside administration costs limits</b>						
Administration related costs on fixed assets profit and loss in capital DEL	7	5	2	-2	-	-
Non-cash administration costs in AME	779	405	420	470	550	610

Table 10 2000 departmental reports and public expenditure statistical analyses – staff numbers

Administration cost areas	01/04/2000	01/10/2000	01/04/2001			
<b>1 Components for the 2000-01 estimated outrurn</b>						
Civil Service FT equivalents – Permanent Staff	53,416	57,019	58,627			
Civil Service FT equivalents – Casual Staff	2,140	1,835	1,684			
	2001-02	2002-03	2003-04			
<b>2 Plans for 2001-02 to 2003-04</b>						
Civil Service FT equivalent – Permanent Staff			59,035	58,573	58,601	
Civil Service FT equivalent – Casual Staff			1,685	1,652	1,652	
	1999-2000	2000-01	2001-02	2002-03	2003-04	
<b>3 Overtime</b>						
		1,447	1,351	1,293	1,284	1,282

All part-time staff are counted on the basis of their net conditioned hours worked.

All figures have been shown to the nearest whole number.

Table 11 Departmental expenditure limits and annually managed expenditure cash plans 1995-96 to 2000-01

	1995-96	1996-97	1997-98	1998-99	1999-2000	2000-01
	outrurn	outrurn	outrurn	outrurn	outrurn	estimated
	£ million					
<b>Departmental Expenditure Limits</b>						
<b>Current Budget</b>	<b>5,684</b>	<b>5,895</b>	<b>6,166</b>	<b>6,513</b>	<b>6,991</b>	<b>8,195</b>
Police and crime reduction	96	97	96	112	111	235
Criminal policy and programmes	63	66	70	82	181	382
Organised and International Crime	44	43	42	21	22	25
Constitutional and community	46	48	49	51	60	65

	1995–96 outturn £ million	1996–97 outturn £ million	1997–98 outturn £ million	1998–99 outturn £ million	1999–2000 outturn £ million	2000–01 estimated £ million
Immigration and nationality	192	209	209	210	461	1,179
Passport agency	7	6	41	-3	-3	-15
Fire and emergency planning	28	32	44	27	30	29
Research and statistics	15	13	13	12	16	34
Central services	89	88	81	79	99	122
Firearms compensation	-	-	42	42	6	#
Electoral Commission – start up costs	-	-	-	-	-	#
Police: grants	3,193	3,349	3,473	3,650	3,698	3,824
Police current grant outside AEF	65	12	8	10	10	61
Fire and emergency planning grants	15	15	15	14	14	14
Kosovan evacuees special grant	-	-	-	-	14	20
Probation current grant outside AEF	-	-	#	1	1	0
Section 11 (ethnic monitoring) grants	-	-	-	79	26	0
Probation: grants	319	330	328	328	346	372
Prison operations (public sector)	1,095	1,136	1,172	1,271	1,328	1,319
Prison operations (contracted out)	73	106	135	208	216	256
Prison Service headquarters and central services	165	147	156	129	150	80
Non-voted expenditure	181	197	192	191	203	193
<b>Capital Budget</b>	<b>524</b>	<b>393</b>	<b>445</b>	<b>477</b>	<b>357</b>	<b>666</b>
Police and crime reduction	25	26	28	22	3	175
Criminal policy and programmes	5	11	20	11	6	3
Organised and International Crime	4	6	9	#	#	10
Constitutional and community	#	#	#	#	#	1
Immigration and nationality	10	7	2	4	21	125
Passport Agency	2	1	#	1	2	15
Fire and emergency planning	1	1	1	#	4	1
Research and statistics	1	#	#	#	#	#
Central services	5	5	2	11	5	2
Police capital grants	140	116	104	91	91	91
Prison operations (public sector)	317	215	275	209	159	149
Prison operations (contracted out)	-	-	-	136	73	97
Prison Service headquarters and central services	13	5	3	-8	-9	-5
<b>Employment Opportunities Fund</b>	-	-	-	<b>1</b>	<b>#</b>	-
Prison – Welfare to Work	-	-	-	1	#	-
<b>Total spending in DEL</b>	<b>6,208</b>	<b>6,289</b>	<b>6,610</b>	<b>6,992</b>	<b>7,348</b>	<b>8,861</b>
<b>Departmental AME</b>						
<b>Current Budget</b>						
Police and fire services superannuation	1	3	2	3	1	1
Constitutional and community	-	-	-	3	-	-
Asylum support payment to DSS	-	-	-	-	311	-
<b>Capital Budget</b>						
<b>Total departmental AME</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>6</b>	<b>312</b>	<b>1</b>

For the purposes of allowing comparisons to be made with previous expenditure over a longer period, Table 11 shows outturn in cash terms from 1995–96 to 2000–01.

2000–01 is the last year where outturn will be expressed in cash terms.

# Additional tables

## Long-term capital projects: Prison Service

Details of projects costing over £2 million							
Project £000s at 2001–02 prices	year of start/ original estimate of year of completion	current estimate of year of completion	original estimate of total expenditure	current estimate of total expenditure	already spent in past years	provision for 2000–01	to be spent in future years
Aylesbury Refurb/repair B & C Wings	2000–01/ 2002–03	2002–03	6,224	6,224	646	3,100	2,478
Birmingham Redevelopment	2000–01/ 2003–04	2003–04	52,232	52,232	1,659	13,146	37,427
Bristol Replace boilers/alarms/lighting <sup>1</sup>	1999–2000/ 2000–01	2002–03	2,816	3,925	3,598	239	88
Brockhill/Hewell Grange Refurbish kitchen	2001–02/ 2002–03	2002–03	2,852	2,852	0	1,611	1,241
Camp Hill Ss. Thomas and James Wings	2001–02/ 2002–03	2002–03	3,683	3,683	0	1,725	1,958
Castington Refurb B,C,D & E Wings	1999–2000/ 2002–03	2002–03	7,771	7,771	3,742	3,800	229
Drake Hall Open estate review	2000–01/ 2002–03	2002–03	5,677	5,677	769	4,790	118
Durham Refurbish B, D, & E Wings	2001–02/ 2003–04	2003–04	13,281	13,281	0	2,500	10,781
Feltham Cell refurbishment/cell call	1999–2000/ 2002–03	2002–03	2,805	2,805	1,726	1,003	76
Foston Hall RTU	2000–01/ 2002–03	2002–03	3,126	3,126	2,934	181	11
Gartree Refurbish A Wing/Gate entry	2000–01/ 2003–04	2003–04	7,232	7,232	71	2,463	4,698
Haverigg Replace Living Units 1999	1999–2000/ 2001–02	2001–02	5,361	5,361	5,240	121	0
Highpoint Reboiling	2000–01/ 2002–03	2002–03	2,440	2,440	1,738	683	19
Hull Redevelopment	2000–01/ 2002–03	2002–03	32,932	32,932	240	16,775	15,917
Leeds New Gatehouse	2000–01/ 2002–03	2002–03	4,197	4,197	144	3,160	893
Lincoln Refurbish A B & C Wings <sup>2</sup>	1998–99/ 2003–04	2003–04	11,326	12,402	4,974	2,818	4,610

<b>Project £000s at 2001-02 prices</b>	<b>year of start/ original estimate of year of completion</b>	<b>current estimate of year of completion</b>	<b>original estimate of total expenditure</b>	<b>current estimate of total expenditure</b>	<b>already spent in past years</b>	<b>provision for 2000-01</b>	<b>to be spent in future years</b>
Lindholme Houseblock	2001-02/ 2002-03	2002-03	10,076	10,076	0	9,860	216
Littlehey Upgrade Health Care Facility	2001-02/ 2002-03	2002-03	2,157	2,157	0	350	1,807
Liverpool New Visits Building (General)	2000-01/ 2001-02	2001-02	3,655	3,655	3,004	651	0
Long Lartin Upgrade C, D, E & F Wings	2001-02/ 2002-03	2002-03	5,278	5,278	0	2,300	2,978
Morton Hall Accommodation rerole	2000-01/ 2002-03	2002-03	5,785	5,785	2,254	3,410	121
National Programme Category C security – PIDS	2000-01/ 2002-03	2002-03	3,269	3,269	1,574	1,618	77
Onley Rewire/heating/cell call/reroofing	2001-02/ 2003-04	2003-04	2,538	2,538	0	465	2,073
Portland Refurbish living accommodation	2001-02/ 2003-04	2003-04	10,706	10,706	0	4,200	6,506
Preston Re-Roofing-general building work	1999-2000/ 2002-03	2002-03	3,259	3,259	2,610	600	49
Risley Houseblock	2001-02/ 2002-03	2002-03	12,535	12,535	0	12,229	306
Risley Rebuild & Re-Site Kitchen	2000-01/ 2002-03	2002-03	2,289	2,289	365	1,872	52
Swansea Replace B Wing	2001-02/ 2001-02	2001-02	2,400	2,400	0	2,400	0
Wakefield Refurbish B Wing	2001-02/ 2002-03	2002-03	7,336	7,336	0	500	6,836
Wakefield Refurbish C Wing/New education	1998-99/ 2002-03	2002-03	9,360	9,403	5,825	3,351	227
Wandsworth New Kitchen	2000-01/ 2002-03	2002-03	4,752	4,752	358	466	3,928
Wandsworth Workshop replacement	2000-01/ 2002-03	2002-03	3,167	3,167	1,073	2,030	64
Winchester New Visits/Separate Entrances	2001-02/ 2002-03	2002-03	2,977	2,977	0	2,000	977
Wormwood Scrubs Refurbish D Wing	1999-2000/ 2000-01	2001-02	9,220	9,220	9,036	184	0

1 Increase due to extended scope of project.

2 Increase due to enlarged scope of project.

## Long-term capital projects: Home Office other than prisons

Details of projects costing over £500,000							
Project £000s at 2001-02 prices	year of start/ original estimate of year of completion	current estimate of year of completion	original estimate of total expenditure	current estimate of total expenditure	already spent in past years	provision for 2000-01	to be spent in future years
<b>Constitutional and community</b>							
IT modernisation of the Office of the Data Protection Commissioner	2001-02/ 2002-03	2002-03	5,000	5,000	0	2,000	3,000
<b>Immigration and nationality</b>							
Voucher Printing Equipment – SODEXHO	2000-01/ 2002-03	2002-03	700	700	700	0	0
Thurleigh Detention Centre	2000-01/ 2001-02	2001-02	75,070	75,070	54,928	19,026	1,115
Harmondsworth Detention Centre	2000-01/ 2001-02	2001-02	65,240	65,240	10,682	53,479	1,080
Aldington Detention Centre	2000-01/ 2001-02	2001-02	44,475	44,475	2,174	41,301	1,000
Oakington Detention Centre	2000-01/ 2001-02	2001-02	1,733	1,733	1,499	235	0
Dungavel Detention Centre	2000-01/ 2001-02	2001-02	5,057	5,057	1,998	3,058	0
Asylum Fingerprint Project	2000-01/ 2001-02	2001-02	1,600	1,600	1,400	200	0
Warnings Index	1998-99/ 2000-01	2001-02	17,000	17,334	10,654	6,680	0
National Asylum Seekers Service IS/IT system	1999-2000/ 2001-02	2003-04	6,000	15,000	2,690	2,310	10,000
<b>Fire and emergency planning</b>							
Emergency Planning College – Accommodation Block	2000-01/ 2002-03	2002-03	7,000	7,000	0	1,000	6,000

<b>Administration costs of non-departmental public bodies</b>			
<b>£ million</b>	<b>1999–2000 outturn</b>	<b>2000–01 estimated outturn</b>	<b>2001–02 plans</b>
<b>Commission for Racial Equality</b>	9.4	9.7	13.1
<b>Criminal Cases Review Commission</b>	5.5	5.4	6.3
<b>Community Development Foundation</b>	0.2	0.2	0.2
<b>Criminal Injuries Compensation Authority</b>	22.0	22.3	22.6
<b>Office of the Information Commissioner (formerly the Data Protection Commissioner)</b>	4.7	5.3	7.1
<b>Gaming Board for Great Britain</b>	3.4	3.5	3.6
<b>Parole Board</b>	2.68	2.89	3.2
<b>Police Complaints Authority</b>	3.4	3.4	4.4
<b>Police Information Technology Organisation</b>	31.7	27.2	27.2
<b>Youth Justice Board</b>	3.6	6.5	8.3

## Public appointments

Details of appointments made in 2000 to non-departmental public bodies and other public bodies for which the Home Office has responsibility are set out below.

Re-appointments are denoted by the symbol \*.

### Non-departmental public bodies (NDPBs)

Executive NDPBs				
	name of appointee	length of term	full-time/ part-time	remuneration
<b>Alcohol Education and Research Council</b>				
<i>Members</i>	Dr Jonathan Chick	3 years from Apr 2000	Part-time	Expenses only
	Ms Perminder Dhillon	3 years from Apr 2000	Part-time	Expenses only
	Dr John Kemm	3 years from Apr 2000	Part-time	Expenses only
	Mrs Daljit Sidebottom	3 years from Apr 2000	Part-time	Expenses only
<b>Commission for Racial Equality</b>				
<i>Chair</i>	Mr Gurbux Singh	4 years from May 2000	Full-time	£108,500 per annum
<i>Deputy Chair</i>	Ms Beverley Bernard	3 years from July 2000	Part-time	£21,039 per annum
<i>Commissioner</i>	Mr Kamaljeet Kandu	4 years from June 2000	Part-time	£146 per day plus expenses
<b>Community Development Foundation</b>				
<i>Trustees</i>	Mrs Mavis Best	19 mths from Jun 2000	Part-time	Expenses only
	Mr Jagwant Singh Johal	20 mths from May 2000	Part-time	Expenses only
	Mr Peter Latchford	20 mths from May 2000	Part-time	Expenses only
	Prof Margaret Lister	20 mths from May 2000	Part-time	Expenses only
	Mr Colin Williams*	21 mths from Apr 2000	Part-time	Expenses only
<b>Criminal Cases Review Commission</b>				
<i>Members</i>	Mr Barry Capon CBE*	5 years from Sept 2000	Part-time	£39,837 per annum
	Miss Jill Gort*	5 years from Oct 2000	Part-time	£39,837 per annum
	Mr David Jessel	5 years from Aug 2000	Part-time	£46,477 per annum
	Mr John Knox*	3 years from July 2000	Part-time	£39,837 per annum
	Mr David Kyle*	5 years from Aug 2000	Full-time	£66,395 per annum
	Prof Leonard Leigh*	5 years from Oct 2000	Full-time	£66,395 per annum
	Dr James MacKeith*	5 years from Sept 2000	Part-time	£26,558 per annum
	Mr Edward Weiss*	3 years from Aug 2000	Part-time	£39,837 per annum
<b>Criminal Injuries Compensation Authority</b>				
No appointments made in 2000				
<b>Gaming Board for Great Britain</b>				
No appointments made in 2000				

	<b>name of appointee</b>	<b>length of term</b>	<b>full-time/ part-time</b>	<b>remuneration</b>
<b>Horserace Betting Levy Board</b>				
<i>Member</i>	Mr Keith Elliott*	3 years from Aug 2000	Part-time	£14,4000 per annum
<b>Horserace Totalisator Board</b>				
<i>Chair</i>	Mr Peter Jones*	3 years from Aug 2000	Part-time	£81,119 per annum
<i>Members</i>	Mr William Heaton*	3 years from Nov 2000	Part-time	£9,333 per annum
	Mr Peter Savill*	2 years from Apr 2000	Part-time	£9,333 per annum
	Mr Christopher Sporborg*	2 years from Aug 2000	Part-time	£9,333 per annum
<b>Office of the Data Protection Commissioner</b>				
No appointments made in 2000				
<b>Office of the Immigration Services Commissioner</b>				
<i>Commissioner</i>	Mr John Scampion	5 years from May 2000	Full-time	£89,000 per annum
<i>Deputy Commissioner</i>	Mrs Linda Allan	5 years from Jun 2000	Full-time	£58,000 per annum
<b>Parole Board</b>				
<i>Chair</i>	Mr David Hatch CBE	3 years from Oct 2000	Part-time	£55,000 per annum
<i>Members</i>	Mrs Lindsay Addyman JP	3 years from July 2000	Part-time	£175 per day plus expenses
	Dr Colin Berry*	14 mths from July 2000	Part-time	£260 per day plus expenses
	Mrs Sally Brady	3 years from July 2000	Part-time	£175 per day plus expenses
	Dr Ian Bronks*	14 mths from July 2000	Part-time	£260 per day plus expenses
	His Hon Judge J Quentin Campbell	3 years from July 2000	Part-time	Nil
	His Hon Judge Brian Capstick QC*	14 mths from July 2000	Part-time	Nil
	Ms Teresa Cockrell	3 years from July 2000	Part-time	£175 per day plus expenses
	His Hon Judge Simon Coltart*	3 years from July 2000	Part-time	Nil
	Mr Thomas Cook	3 years from July 2000	Part-time	£175 per day plus expenses
	His Hon John Cotton*	14 mths from July 2000	Part-time	£350 per day plus expenses
	Mr Harry Dillon MBE*	14 mths from July 2000	Part-time	£175 per day plus expenses
	Mr Roland Doven JP*	3 years from July 2000	Part-time	£175 per day plus expenses
	Dr Stephen Goode	3 years from July 2000	Part-time	£175 per day plus expenses
	Mr Patrick Grattan*	3 years from July 2000	Part-time	£175 per day plus expenses
	Mr John Harding	3 years from July 2000	Part-time	£175 per day plus expenses
	Mrs Dianne Hayle JP*	3 years from July 2000	Part-time	£175 per day plus expenses
	Dr Chris Hunter*	14 mths from July 2000	Part-time	£260 per day plus expenses
	Mr Michael Hursey JP*	3 years from July 2000	Part-time	£175 per day plus expenses
	His Hon Judge Geoffrey Kamil	3 years from July 2000	Part-time	Nil
	Mr A William Khan	3 years from July 2000	Part-time	£175 per day plus expenses
	Dr Dora Kohen*	3 years from July 2000	Part-time	£260 per day plus expenses
	Dr Dau Kothari*	14 mths from July 2000	Part-time	£260 per day plus expenses

	<b>name of appointee</b>	<b>length of term</b>	<b>full-time/ part-time</b>	<b>remuneration</b>
	Mr Robin Lipscombe JP	3 years from July 2000	Part-time	£175 per day plus expenses
	Mrs Waveney Lloyd*	3 years from July 2000	Part-time	£175 per day plus expenses
	Dr Martin Lock	3 years from July 2000	Part-time	£260 per day plus expenses
	Prof Ronnie Mackay*	14 mths from July 2000	Part-time	£175 per day plus expenses
	Dr David Mawson*	14 mths from July 2000	Part-time	£260 per day plus expenses
	Mrs Pamela McPhee	3 years from July 2000	Part-time	£175 per day plus expenses
	Ms Angela Montgomery	3 years from July 2000	Part-time	£175 per day plus expenses
	Mr Stephen Murphy*	14 mths from July 2000	Part-time	£175 per day plus expenses
	Mr D E Paul Nicholson JP	3 years from July 2000	Part-time	£175 per day plus expenses
	Dr B Oyedemi Oyebode	3 years from July 2000	Part-time	£260 per day plus expenses
	Mr Peter Palmer JP*	14 mths from July 2000	Part-time	£175 per day plus expenses
	Mrs Sylvia Peach OBE JP*	14 mths from July 2000	Part-time	£175 per day plus expenses
	Mr Arthur Price-Jones*	3 years from July 2000	Part-time	£175 per day plus expenses
	Her Hon Judge Audrey Sander	3 years from July 2000	Part-time	Nil
	Prof Andrew Sanders*	14 mths from July 2000	Part-time	£175 per day plus expenses
	Mr David Scott*	14 mths from July 2000	Part-time	£175 per day plus expenses
	Mr David Smith OBE JP*	14 mths from July 2000	Part-time	£175 per day plus expenses
	Dr Dorothy Speed*	14 mths from July 2000	Part-time	£260 per day plus expenses
	His Hon Stephen Stephens QC*	14 mths from July 2000	Part-time	Nil
	Mr Nigel Stone*	3 years from July 2000	Part-time	£175 per day plus expenses
	Dr Marion Swan	3 years from July 2000	Part-time	£260 per day plus expenses
	Mr David Swaysland*	3 years from July 2000	Part-time	£175 per day plus expenses
	Dr Diana Tamlyn*	3 years from July 2000	Part-time	£260 per day plus expenses
	Mr Peter Trusler*	14 mths from July 2000	Part-time	£175 per day plus expenses
	Mrs Jo Turnbull JP*	14 mths from July 2000	Part-time	£175 per day plus expenses
	Mrs Susan Turquet JP*	14 mths from July 2000	Part-time	£175 per day plus expenses
	His Hon Judge Leon Viljoen*	3 years from July 2000	Part-time	Nil
	Mr Christopher Wheeler*	3 years from July 2000	Part-time	£175 per day plus expenses
	His Hon Judge Christopher Young*	3 years from July 2000	Part-time	£350 per day plus expenses
<b>Police Complaints Authority</b>				
<i>Chair</i>	Sir Alistair Graham	3 years from Apr 2000	Full-time	£81,303 per annum
<i>Members</i>	Mrs Anne Boustred	3 years from June 2000	Full-time	£49,537 per annum
	Mr Duncan Gear	3 years from June 2000	Full-time	£49,537 per annum
	Mrs Alison McDougall	3 years from Sept 2000	Part-time	£24,768 per annum
	Mr Alan Potts*	14 mths from Jan 2000	Full-time	£49,537 per annum
	Mrs Wendy Towers	3 years from Feb 2000	Full-time	£49,537 per annum
	Mr Anthony Williams MBE*	18 mths from June 2000	Full-time	£49,537 per annum

	<b>name of appointee</b>	<b>length of term</b>	<b>full-time/ part-time</b>	<b>remuneration</b>
<b>Police Information Technology Organisation</b>				
<i>Members</i>	Miss Ailsa Beaton	3 years from July 2000	Part-time	Expenses only
	Mr Nigel Burgess	3 years from June 2000	Part-time	Expenses only
	Mr Andrew Cameron	3 years from Sept 2000	Part-time	Expenses only
	Mr David Cooke	3 years from Oct 2000	Part-time	Expenses only
	Mr Peter Holland*	3 years from Oct 2000	Part-time	Expenses only
	Mr Timothy Stone	3 years from July 2000	Part-time	Expenses only
	Mr Martyn Waterworth	3 years from Oct 2000	Part-time	Expenses only
<b>Youth Justice Board for England and Wales</b>				
No appointments made in 2000				

<b>Advisory NDPBs</b>				
	<b>name of appointee</b>	<b>length of term</b>	<b>full-time/ part-time</b>	<b>remuneration</b>
<b>Advisory Board on Restricted Patients</b>				
<i>Members</i>	Miss Erica Norton OBE	3 years from Dec 2000	Part-time	£225 per hospital visit plus expenses
	Dr Janet Parrott	3 years from Dec 2000	Part-time	£225 per hospital visit plus expenses
	Mrs Judith Pitchers MBE JP	3 years from Dec 2000	Part-time	£225 per hospital visit plus expenses
<b>Advisory Council on the Misuse of Drugs</b>				
<i>Member</i>	Prof David Nutt	20 mths from Apr 2000	Part-time	Expenses only
<b>Animal Procedures Committee</b>				
No appointments made in 2000				
<b>Firearms Consultative Committee</b>				
<i>Chair</i>	Mr David Penn*	2 years from Feb 2000	Part-time	Expenses only
<i>Members</i>	Mr Brian Carter*	2 years from Feb 2000	Part-time	Expenses only
	Col Sandy Ewing*	2 years from Feb 2000	Part-time	Expenses only
	Mr Bill Harriman*	2 years from Feb 2000	Part-time	Expenses only
	Mr James Hart	2 years from Feb 2000	Part-time	Expenses only
	Lt Col John Hoare*	2 years from Feb 2000	Part-time	Expenses only
	Mr Mike Lobb	2 years from Feb 2000	Part-time	Expenses only
	Mrs Gill Marshall-Andrews*	2 years from Feb 2000	Part-time	Expenses only
	Mr David McCrone*	2 years from Feb 2000	Part-time	Expenses only
	Mr Kenneth McInnis	2 years from Feb 2000	Part-time	Expenses only

	<b>name of appointee</b>	<b>length of term</b>	<b>full-time/ part-time</b>	<b>remuneration</b>
	Mr Kevin O'Callaghan	2 years from Feb 2000	Part-time	Expenses only
	Mr Bob Pitcher*	2 years from Feb 2000	Part-time	Expenses only
	Mr Roger Sanbrook (ex officio)	2 years from Feb 2000	Part-time	Expenses only
	Mr Mark Scoggins	2 years from Feb 2000	Part-time	Expenses only
	Prof Jonathan Shepherd	2 years from Feb 2000	Part-time	Expenses only
	Dr Stephen Smith*	2 years from Feb 2000	Part-time	Expenses only
	Mr Ian Sneddon* (ex officio)	2 years from Feb 2000	Part-time	Expenses only
	Mr Graham Widdecombe* (ex officio)	2 years from Feb 2000	Part-time	Expenses only
	Mr Arthur Winnington*	2 years from Feb 2000	Part-time	Expenses only
<b>Metropolitan Police Committee</b>				
Abolished in June 2000				
<b>Parliamentary Boundary Commission for England</b>				
<i>Chair</i>	Rt Hon Michael Martin MP (ex officio)	From Oct 2000	Part-time	Nil
<i>Deputy Chair</i>	The Hon Mr Justice Michael Harrison*	5 years from Jan 2000	Part-time	Nil
<b>Parliamentary Boundary Commission for Wales</b>				
<i>Chair</i>	Rt Hon Michael Martin MP (ex officio)	From Oct 2000	Part-time	Nil
<i>Deputy Chair</i>	The Hon Mr Justice Maurice Kay*	5 years from Jan 2000	Part-time	Nil
<b>Poisons Board</b>				
No appointments made in 2000				
<b>Police Negotiating Board</b>				
<i>Chair</i>	Prof Jon Clark	4 years from Feb 2000	Part-time	£221 per day plus expenses
<i>Deputy Chair</i>	Mr Mark Baker CBE	3 years from Feb 2000	Part-time	£177 per day plus expenses
<b>Prison/Probation Accreditation Panel</b>				
<i>Member</i>	Mr Peter Atkinson (ex officio)	3 years from Oct 2000	Part-time	Nil
<b>Race Relations Forum</b>				
<i>Members</i>	Mr Rumman Ahmed*	1½ years from Jan 2000	Part-time	Expenses only
	Ms Yasmin Alibhai-Brown*	1½ years from Jan 2000	Part-time	Expenses only
	Mr Michael Boye-Anawomah JP*	1½ years from Jan 2000	Part-time	Expenses only
	Ms Rachel Campbell MBE*	1½ years from Jan 2000	Part-time	Expenses only
	Mr Thomas Chan*	1½ years from Jan 2000	Part-time	Expenses only
	Mr Lincoln Crawford QC*	1½ years from Jan 2000	Part-time	Expenses only

	<b>name of appointee</b>	<b>length of term</b>	<b>full-time/ part-time</b>	<b>remuneration</b>
	Mr Mohammed Dhalech*	1½ years from Jan 2000	Part-time	Expenses only
	Lord Navnit Dholakia OBE JP*	1½ years from Jan 2000	Part-time	Expenses only
	Mrs Zerbanoo Gifford*	1½ years from Jan 2000	Part-time	Expenses only
	Mr Bernie Grant MP*	1½ years from Jan 2000	Part-time	Expenses only
	Baroness Ros Howells OBE*	1½ years from Jan 2000	Part-time	Expenses only
	Mr Lee Jasper*	1½ years from Jan 2000	Part-time	Expenses only
	Rev Dr Gus John*	1½ years from Jan 2000	Part-time	Expenses only
	Ms Mukami McCrum*	1½ years from Jan 2000	Part-time	Expenses only
	Mr Norman McLean MBE*	1½ years from Jan 2000	Part-time	Expenses only
	Dr Dwain Neil*	1½ years from Jan 2000	Part-time	Expenses only
	Sir Herman Ouseley*	1½ years from Jan 2000	Part-time	Expenses only
	Lord Adam Hafejee Patel*	1½ years from Jan 2000	Part-time	Expenses only
	Ms Shushila Patel*	1½ years from Jan 2000	Part-time	Expenses only
	Mr Trevor Phillips*	1½ years from Jan 2000	Part-time	Expenses only
	Ms Rachel Pickavance*	1½ years from Jan 2000	Part-time	Expenses only
	Mr Iqbal A K M Sacranie*	1½ years from Jan 2000	Part-time	Expenses only
	Mr Gurbux Singh*	1½ years from Jan 2000	Part-time	Expenses only
	Mr Ranjit Sondhi*	1½ years from Jan 2000	Part-time	Expenses only
	Dr Richard Stone*	1½ years from Jan 2000	Part-time	Expenses only
Chair is the Home Secretary	Rt Revd Wilfred Wood*	1½ years from Jan 2000	Part-time	Expenses only
<b>Sentencing Advisory Panel</b>				
<i>Members</i>	His Hon Judge Sir Rhys Davies QC	2½ years from Jan 2000	Part-time	£150 per day plus expenses
	Ms Joan Webster QPM	2½ years from Jan 2000	Part-time	£150 per day plus expenses

<b>Tribunals</b>				
	<b>name of appointee</b>	<b>length of term</b>	<b>full-time/ part-time</b>	<b>remuneration</b>
<b>Criminal Injuries Compensation Appeals Panel</b>				
<i>Members</i>	Mr Patrick Akar	5 years from Apr 2000	Part-time	£325 per day plus expenses
	Sir John Allison	5 years from Apr 2000	Part-time	£325 per day plus expenses
	Mrs Annie Anderson	5 years from Apr 2000	Part-time	£325 per day plus expenses
	Prof John Andrews	5 years from Apr 2000	Part-time	£325 per day plus expenses
	Mr Ram Banerjee OBE	5 years from Apr 2000	Part-time	£325 per day plus expenses
	Ms Shazadi Beg	5 years from Apr 2000	Part-time	£325 per day plus expenses
	Mrs Vivienne Bellau	5 years from Apr 2000	Part-time	£325 per day plus expenses
	Mr Martin Bethel QC	5 years from Apr 2000	Part-time	£325 per day plus expenses
	Mr Michael Brent QC	2 years from Apr 2000	Part-time	£325 per day plus expenses
	Ms Judith Bryant	5 years from Apr 2000	Part-time	£325 per day plus expenses
	Lord Mark Carlisle QC	2 years from Apr 2000	Part-time	£325 per day plus expenses
	Mr John Cherry QC	2 years from Apr 2000	Part-time	£325 per day plus expenses
	Dr Ian Christie	5 years from Apr 2000	Part-time	£325 per day plus expenses

<b>name of appointee</b>	<b>length of term</b>	<b>full-time/ part-time</b>	<b>remuneration</b>
Mr Michael Churchouse	2 years from Apr 2000	Part-time	£325 per day plus expenses
Mr Paul Coates	5 years from Apr 2000	Part-time	£325 per day plus expenses
Mrs Gita Conn	5 years from Apr 2000	Part-time	£325 per day plus expenses
Mr John Crowley QC	2 years from Apr 2000	Part-time	£325 per day plus expenses
Miss Ann Curnow QC	2 years from Apr 2000	Part-time	£325 per day plus expenses
Ms Margaret de Haas QC	5 years from Apr 2000	Part-time	£325 per day plus expenses
Mr Manny Devaux	5 years from Apr 2000	Part-time	£325 per day plus expenses
Prof Andrew Elkington CBE	5 years from Apr 2000	Part-time	£325 per day plus expenses
Mr John Entwistle	5 years from Apr 2000	Part-time	£325 per day plus expenses
Mr Anthony Favell	5 years from Apr 2000	Part-time	£325 per day plus expenses
Mr James Fitzpatrick	5 years from Apr 2000	Part-time	£325 per day plus expenses
Mr Colin Forsyth	5 years from Apr 2000	Part-time	£325 per day plus expenses
Mr Keith Goddard QC	2 years from Apr 2000	Part-time	£325 per day plus expenses
Miss Louise Godfrey QC	5 years from Apr 2000	Part-time	£325 per day plus expenses
Mr Roger Goodier	5 years from Apr 2000	Part-time	£325 per day plus expenses
Mr Trevor Grannum	5 years from Apr 2000	Part-time	£325 per day plus expenses
Dr Judith Gratton	5 years from Apr 2000	Part-time	£325 per day plus expenses
Mr Richard Greenslade	5 years from Apr 2000	Part-time	£325 per day plus expenses
Mr John Griffith Williams QC	2 years from Apr 2000	Part-time	£325 per day plus expenses
Mr Julian Hallam	5 years from Apr 2000	Part-time	£325 per day plus expenses
Mr Graeme Hamilton QC	2 years from Apr 2000	Part-time	£325 per day plus expenses
Mr George Helsby	5 years from Apr 2000	Part-time	£325 per day plus expenses
Ms Elizabeth Hinds	5 years from Apr 2000	Part-time	£325 per day plus expenses
Judge Derek Holden	5 years from Apr 2000	Part-time	£325 per day plus expenses
Mr Anthony Holland	5 years from Apr 2000	Part-time	£325 per day plus expenses
Mr Paul Horsey	2 years from Apr 2000	Part-time	£325 per day plus expenses
Mr Rodney Huggins	5 years from Apr 2000	Part-time	£325 per day plus expenses
Mr John Hugill QC	2 years from Apr 2000	Part-time	£325 per day plus expenses
Mr Mukhtar Hussain QC	2 years from Apr 2000	Part-time	£325 per day plus expenses
Rear Admiral Richard Irwin	5 years from Apr 2000	Part-time	£325 per day plus expenses
Mr Alan Jeffreys QC	2 years from Apr 2000	Part-time	£325 per day plus expenses
Dr Valerie Kaye	5 years from Apr 2000	Part-time	£325 per day plus expenses
Dr David Kett	5 years from Apr 2000	Part-time	£325 per day plus expenses
Miss Fiona King	5 years from Apr 2000	Part-time	£325 per day plus expenses
Mr John Leighton Williams QC	2 years from Apr 2000	Part-time	£325 per day plus expenses
Mr Michael Lewis QC	2 years from Apr 2000	Part-time	£325 per day plus expenses
Mr George Lowther	2 years from Apr 2000	Part-time	£325 per day plus expenses
Dr Gerard McLoughlin	5 years from Apr 2000	Part-time	£325 per day plus expenses
Miss Barbara Mensah	5 years from Apr 2000	Part-time	£325 per day plus expenses
Dr Ahmed Mukhtar	5 years from Apr 2000	Part-time	£325 per day plus expenses
Mr Hiranya Narayan	5 years from Apr 2000	Part-time	£325 per day plus expenses
Ms Sara Nathan	5 years from Apr 2000	Part-time	£325 per day plus expenses
Mr Geoffrey Nice QC	2 years from Apr 2000	Part-time	£325 per day plus expenses
Mr Graham Park CBE	5 years from Apr 2000	Part-time	£325 per day plus expenses
Mrs Anne Parker	5 years from Apr 2000	Part-time	£325 per day plus expenses
Mr Surendra Popat	5 years from Apr 2000	Part-time	£325 per day plus expenses
Mr Timothy Preston QC	2 years from Apr 2000	Part-time	£325 per day plus expenses

	<b>name of appointee</b>	<b>length of term</b>	<b>full-time/ part-time</b>	<b>remuneration</b>
	Mr Neville Radcliffe	5 years from Apr 2000	Part-time	£325 per day plus expenses
	Mrs Elaine Rassaby	5 years from Apr 2000	Part-time	£325 per day plus expenses
	Mr Alan Rawley QC	2 years from Apr 2000	Part-time	£325 per day plus expenses
	Miss Jane Reynolds	5 years from Apr 2000	Part-time	£325 per day plus expenses
	Mrs Margaret Scorer	5 years from Apr 2000	Part-time	£325 per day plus expenses
	Dr Richard Shepherd	5 years from Apr 2000	Part-time	£325 per day plus expenses
	Mr Desmond Smith	5 years from Apr 2000	Part-time	£325 per day plus expenses
	Mrs Reshma Spafford	5 years from Apr 2000	Part-time	£325 per day plus expenses
	Dr Gerassimos Spathis	5 years from Apr 2000	Part-time	£325 per day plus expenses
	Mr Evan Stone QC	2 years from Apr 2000	Part-time	£325 per day plus expenses
	Mr Philip Sycamore	5 years from Apr 2000	Part-time	£325 per day plus expenses
	Ms Josephine Thompson	5 years from Apr 2000	Part-time	£325 per day plus expenses
	Miss Janet Turner QC	5 years from Apr 2000	Part-time	£325 per day plus expenses
	Mr Alan Tyrell QC	5 years from Apr 2000	Part-time	£325 per day plus expenses
	Ms Nahini Varma	5 years from Apr 2000	Part-time	£325 per day plus expenses
	Mrs Frances Walker	5 years from Apr 2000	Part-time	£325 per day plus expenses
	Mr Raymond Walker QC	2 years from Apr 2000	Part-time	£325 per day plus expenses
	Mr Peter Weitzman QC	2 years from Apr 2000	Part-time	£325 per day plus expenses
	Mr Charles Whitby QC	2 years from Apr 2000	Part-time	£325 per day plus expenses
	Miss Diana Whittingham	5 years from Apr 2000	Part-time	£325 per day plus expenses
	Mr Bernard Whyte	5 years from Apr 2000	Part-time	£325 per day plus expenses
	Mrs Gillian Wild	5 years from Apr 2000	Part-time	£325 per day plus expenses
	Dr David Williams	5 years from Apr 2000	Part-time	£325 per day plus expenses
	Mr John Williams QC	2 years from Apr 2000	Part-time	£325 per day plus expenses
	Prof Graham Zellick	5 years from Apr 2000	Part-time	£325 per day plus expenses
<b>Criminal Injuries Compensation Board</b>				
Abolished in March 2000				
<b>Data Protection Tribunal</b>				
No appointments made in 2000				
<b>Horserace Betting Levy Appeals Tribunal for England and Wales</b>				
No appointments made in 2000				
<b>Interception of Communications Act Tribunal</b>				
<i>President</i>	Sir Michael Burton	5 years from May 2000	Part-time	£316 per day plus expenses
Abolished in October 2000				

	<b>name of appointee</b>	<b>length of term</b>	<b>full-time/ part-time</b>	<b>remuneration</b>
<b>Investigatory Powers Tribunal</b>				
<i>President</i>	Lord Justice John Mummery	5 years from Oct 2000	Part-time	Nil
<i>Vice-President</i>	Mr Justice Michael Burton	5 years from Oct 2000	Part-time	Nil
<i>Members</i>	Sir David Calcutt	5 years from Oct 2000	Part-time	£316 per day plus expenses
	Mr William Carmichael	5 years from Oct 2000	Part-time	£316 per day plus expenses
	Sir Richard Gaskell	5 years from Oct 2000	Part-time	£316 per day plus expenses
	Sheriff Principal John McInnes	5 years from Oct 2000	Part-time	£316 per day plus expenses
	Mr Peter Scott	5 years from Oct 2000	Part-time	£316 per day plus expenses
	Mr Robert Seabrook	5 years from Oct 2000	Part-time	£316 per day plus expenses
<b>Misuse of Drugs Advisory Board</b>				
No appointments made in 2000				
<b>Misuse of Drugs Professional Panel</b>				
No appointments made in 2000				
<b>Misuse of Drugs Tribunal</b>				
No appointments made in 2000				
<b>Office of the Surveillance Commissioners</b>				
No appointments made in 2000				
<b>Police Arbitration Tribunal</b>				
No appointments made in 2000				
<b>Police Discipline Appeals Tribunal</b>				
<i>Members</i>	Mr Walter Boreham	5 years from Oct 2000	Part-time	£182 per day plus expenses
	Mr Raymond Hughes	5 years from Jan 2000	Part-time	£182 per day plus expenses
	Mr Anthony Judge	5 years from Feb 2000	Part-time	£182 per day plus expenses
	Mr Michael MacKenzie	5 years from Mar 2000	Part-time	£182 per day plus expenses
<b>Security Service Tribunal</b>				
Abolished October 2000				

## Other NDPBs

## Boards of Visitors to Penal Establishments

There were 925 appointments during 2000, of which 617 were re-appointments. Because of personal security considerations, the names of members of Boards of Visitors are not routinely made available. Board members are appointed for a maximum of three years up to the triennial review date of the Board on which they serve. Board members are paid travel and subsistence and can claim for any financial loss they suffer as a result of carrying out their duties.

Other public bodies				
	name of appointee	length of term	full-time/ part-time	remuneration
<b>Advisers to the Home Secretary on Representations against Exclusion under the Prevention of Terrorism Act 1989</b>				
No appointments made in 2000				
<b>Annual Review of the Operation of the Prevention of Terrorism Act 1989</b>				
No appointments made in 2000				
<b>Annual Review of the Criminal Justice (Conspiracy and Terrorism) Act 1998</b>				
No appointments made in 2000				
<b>Asylum Support Adjudicators</b>				
<i>Chief Adjudicator</i>	Mrs Sehba Storey	5 years from Aug 2000	Full-time	£92,810 per annum
<i>Deputy Chief Adjudicator</i>	Ms Gillian Carter	5 years from Apr 2000	Full-time	£70,000 per annum
<i>Adjudicators</i>	Mr Laurence Brass	3 years from Apr 2000	Part-time	£38,500 per annum
	Mr Alan Ponting	3 years from Apr 2000	Part-time	£33,000 per annum
	Dr Ethlyn Prince	3 years from Apr 2000	Part-time	£33,000 per annum
<i>Sessional Adjudicators</i>	Mrs Sarah Breach	3 years from Apr 2000	Part-time	£277 per day
	Mrs Susannah Walker	3 years from Apr 2000	Part-time	£277 per day
<b>Charity Commission</b>				
<i>Commissioner</i>	Mr David Taylor	3 years from May 2000	Part-time	£25,000 per annum
<b>Criminal Justice Consultative Council</b>				
<i>Chair</i>	The Rt Hon Lord Justice Kay	From May 2000	Part-time	Nil
<i>Member</i>	Mr Christopher Murray	3 years from May 2000	Part-time	Nil

	<b>name of appointee</b>	<b>length of term</b>	<b>full-time/ part-time</b>	<b>remuneration</b>
<b>Fire Safety Advisory Board</b>				
<i>Chair</i>	Mrs Pamela Castle	3 years from Oct 2000	Part-time	Expenses only
<b>Fire Service Research and Training Trust</b>				
No appointments made in 2000				
<b>Gambling Review Body</b>				
<i>Chair</i>	Sir Alan Budd	15 mths from Apr 2000	Part-time	Expenses only
<i>Members</i>	Mr David Bishop	15 mths from Apr 2000	Part-time	Expenses only
	Mr Mihir Bose	15 mths from Apr 2000	Part-time	Expenses only
	Mr Peter Dean CBE	15 mths from Apr 2000	Part-time	Expenses only
	Prof Jeffrey Gray	15 mths from Apr 2000	Part-time	Expenses only
	Sir John Hoddinott QPM	15 mths from Apr 2000	Part-time	Expenses only
	Mr Anthony MacKintosh	15 mths from Apr 2000	Part-time	Expenses only
	Ms Phillipa Marks	15 mths from Apr 2000	Part-time	Expenses only
	Ms Sarah Nathan	15 mths from Apr 2000	Part-time	Expenses only
	Ms Anesta Weekes QC	15 mths from Apr 2000	Part-time	Expenses only
	Prof Jonathan Wolff	15 mths from Apr 2000	Part-time	Expenses only
<b>HM Chief Inspector of Prisons</b>				
No appointments made in 2000				
<b>HM Chief Inspector of Probation</b>				
No appointments made in 2000				
<b>HM Inspectorate of Constabulary</b>				
<i>Inspectors</i>	Mr Robin Field-Smith	3 years from Aug 2000	Full-time	£85,000 per annum
	Mr Peter Winship CBE QPM*	3½ years from Jan 2000	Full-time	£123,729 per annum
<b>IND Complaints Audit Committee</b>				
<i>Member</i>	Mrs Anna Gardner	3 years from Feb 2000	Part-time	£203.12 per day plus expenses
<b>Independent Assessor for Miscarriage of Justice Compensation</b>				
No appointments made in 2000				
<b>Intelligence Services Commissioner</b>				
<i>Commissioner</i>	Lord Justice Simon Brown	2½ years from Oct 2000	Part-time	Nil

	<b>name of appointee</b>	<b>length of term</b>	<b>full-time/ part-time</b>	<b>remuneration</b>
<b>Interception of Communications Commissioner</b>				
<i>Commissioner</i>	The Rt Hon Sir Swinton Thomas	3 years from Apr 2000	Part-time	Nil
<b>Metropolitan Police Authority</b>				
<i>Member</i>	Sir John Quinton	4 years from July 2000	Part-time	£16 per hour (max £4000pa)
<b>Ministerial Advisory Group to Retail Crime Reduction Action Team</b>				
No appointments made in 2000				
<b>National Probation Service of England and Wales</b>				
<i>Director</i>	Ms Eithne Wallis	3 years from Sept 2000	Full-time	£80,000 per annum
<b>Prisons Ombudsman</b>				
No appointments made in 2000				
<b>Property Crime Reduction Action Team</b>				
<i>Member</i>	Mr Mike Todd	From Mar 2000**	Part-time	Nil
<b>Retail Crime Reduction Action Team</b>				
<i>Member</i>	Mr David Leigh	From Jan 2000**	Part-time	Nil
<b>Security Service Commissioner</b>				
<i>Commissioner</i>	Lord Justice Simon Brown	6 mths from Apr 2000	Part-time	Nil
Abolished in October 2000				
<b>Selection Panels for Independent Members of Police Authorities</b>				
<i>Member for:</i>				
<i>Avon and Somerset</i>	Mrs Peaches Golding	2 years from Aug 2000	Part-time	Expenses and allowances as determined by police authority
<i>for Bedfordshire</i>	Mr Hannibal Kandekore*	2 years from Aug 2000	Part-time	Expenses and allowances as determined by police authority
<i>for Cambridgeshire</i>	Mrs Shirley Jamieson*	2 years from Aug 2000	Part-time	Expenses and allowances as determined by police authority
<i>for Cheshire</i>	Mrs Gwendoline Lavender	2 years from Aug 2000	Part-time	Expenses and allowances as determined by police authority

\*\* Not fixed term as the team will be disbanded as and when their work comes to an end.

	<b>name of appointee</b>	<b>length of term</b>	<b>full-time/ part-time</b>	<b>remuneration</b>
<i>for Cleveland</i>	Mr Joseph Rayner	2 years from Aug 2000	Part-time	Expenses and allowances as determined by police authority
<i>for Cumbria</i>	Mr Graham Lamont*	2 years from Aug 2000	Part-time	Expenses and allowances as determined by police authority
<i>for Derbyshire</i>	Mrs Glenys Goucher	2 years from Aug 2000	Part-time	Expenses and allowances as determined by police authority
<i>for Devon and Cornwall</i>	Mr Graham Clarke	2 years from Aug 2000	Part-time	Expenses and allowances as determined by police authority
<i>for Dorset</i>	Mr Christopher Legrand	2 years from Aug 2000	Part-time	Expenses and allowances as determined by police authority
<i>for Durham</i>	Mr Thomas Waites*	2 years from Aug 2000	Part-time	Expenses and allowances as determined by police authority
<i>for Dyfed-Powys</i>	Mr Philip Davies	2 years from Aug 2000	Part-time	Expenses and allowances as determined by police authority
<i>for Essex</i>	Mr Stephen Hales	2 years from Aug 2000	Part-time	Expenses and allowances as determined by police authority
<i>for Greater Manchester</i>	Mr Prabodh Merchant	2 years from Aug 2000	Part-time	Expenses and allowances as determined by police authority
<i>for Gwent</i>	Miss Patricia David	2 years from Aug 2000	Part-time	Expenses and allowances as determined by police authority
<i>for Hampshire</i>	Mr Khalid Aziz	2 years from Aug 2000	Part-time	Expenses and allowances as determined by police authority
<i>for Hertfordshire</i>	Mr Brian Richardson*	2 years from Aug 2000	Part-time	Expenses and allowances as determined by police authority
<i>for Humberside</i>	Mrs Maureen Foers	2 years from Aug 2000	Part-time	Expenses and allowances as determined by police authority
<i>for Kent</i>	Mrs Jennifer Bowden*	2 years from Aug 2000	Part-time	Expenses and allowances as determined by police authority
<i>for Lancashire</i>	Ms Yasmin Ali	2 years from Aug 2000	Part-time	Expenses and allowances as determined by police authority
<i>for Leicestershire</i>	Mr Atul Patel*	2 years from Aug 2000	Part-time	Expenses and allowances as determined by police authority
<i>for Lincolnshire</i>	Mr Alan Middleton	2 years from Aug 2000	Part-time	Expenses and allowances as determined by police authority
<i>for Merseyside</i>	Ms Susan Carmichael	2 years from Aug 2000	Part-time	Expenses and allowances as determined by police authority

	<b>name of appointee</b>	<b>length of term</b>	<b>full-time/ part-time</b>	<b>remuneration</b>
<i>for Norfolk</i>	Mr Peter North	2 years from Aug 2000	Part-time	Expenses and allowances as determined by police authority
<i>for Northumbria</i>	Mr Dennis Shadbolt*	2 years from Aug 2000	Part-time	Expenses and allowances as determined by police authority
<i>for North Wales</i>	Mr John Bellis	2 years from Aug 2000	Part-time	Expenses and allowances as determined by police authority
<i>for North Yorkshire</i>	Mrs Lesley Bers	2 years from Aug 2000	Part-time	Expenses and allowances as determined by police authority
<i>for Nottinghamshire</i>	Mrs Elaine Robinson	2 years from Aug 2000	Part-time	Expenses and allowances as determined by police authority
<i>for South Wales</i>	Mr Anthony Withey*	2 years from Aug 2000	Part-time	Expenses and allowances as determined by police authority
<i>for Staffordshire</i>	Mrs Mary Scarratt*	2 years from Aug 2000	Part-time	Expenses and allowances as determined by police authority
<i>for Suffolk</i>	Dr Maureen Woodd	2 years from Aug 2000	Part-time	Expenses and allowances as determined by police authority
<i>for Surrey</i>	Mrs Sandra Meadows	2 years from Aug 2000	Part-time	Expenses and allowances as determined by police authority
<i>for Sussex</i>	Mr Christopher Crook	2 years from Aug 2000	Part-time	Expenses and allowances as determined by police authority
<i>for Thames Valley</i>	Mrs Rosemary Thomson	2 years from Aug 2000	Part-time	Expenses and allowances as determined by police authority
<i>for Warwickshire</i>	Mrs Pauline Allwood	2 years from Aug 2000	Part-time	Expenses and allowances as determined by police authority
<i>for West Mercia</i>	Mr Allan Corless CBE	2 years from Aug 2000	Part-time	Expenses and allowances as determined by police authority
<i>for West Midlands</i>	Mr Carlton Duncan	2 years from Aug 2000	Part-time	Expenses and allowances as determined by police authority
<i>for West Yorkshire</i>	Mrs Paula Grizzard	2 years from Aug 2000	Part-time	Expenses and allowances as determined by police authority

	<b>name of appointee</b>	<b>length of term</b>	<b>full-time/ part-time</b>	<b>remuneration</b>
<b>Service Authority for the National Criminal Intelligence Squad</b>				
<i>Members</i>	Miss Maria Callaghan*	1 year from July 2000	Part-time	Nil
	Miss Kate Collins (ex officio)	4 years from Oct 2000	Part-time	Nil
<b>Service Authority for the National Crime Squad</b>				
<i>Members</i>	Miss Maria Callaghan*	1 year from July 2000	Part-time	Nil
	Miss Kate Collins (ex officio)	4 years from Oct 2000	Part-time	Nil
<b>Vehicle Crime Reduction Action Team</b>				
<i>Members</i>	Miss Penny Coombs	From Apr 2000**	Part-time	Expenses only
	Mr Michael McAndrew	From Sept 2000**	Part-time	Expenses only
	Prof Ken Pease	From July 2000**	Part-time	Expenses only
<b>Visiting Committee Immigration Detention Centre Campsfield House</b>				
No appointments made in 2000				
<b>Visiting Committee Immigration Detention Centre Harmondsworth</b>				
No appointments made in 2000				
<b>Visiting Committee Immigration Detention Centre Oakington</b>				
<i>Chair</i>	Mrs Penelope Lambert OBE	3 years from Mar 2000	Part-time	Expenses only
<i>Members</i>	Mrs Sally Green	3 years from Mar 2000	Part-time	Expenses only
	Mr Patrick Shandas	3 years from Mar 2000	Part-time	Expenses only
	Miss Judith Thomas	3 years from Mar 2000	Part-time	Expenses only
	Mrs Lileth Warford	3 years from Mar 2000	Part-time	Expenses only
<b>Visiting Committee Immigration Detention Centre Tinsley House</b>				
<i>Chair</i>	Mr Robert Tomlin*	2 years from Jan 2000	Part-time	Expenses only
<i>Member</i>	Ms Jo Ashton	2 years from Mar 2000	Part-time	Expenses
<b>Youth Action Taskforce</b>				
No appointments made 2000				

## (i) Senior civil service staff

SCS salary ranges – 2000	
salary range	number in band
Below £40,000	
£40,000–£44,999	2
£45,000–£49,999	8
£50,000–£54,999	13
£55,000–£59,999	18
£60,000–£64,999	36
£65,000–£69,999	26
£70,000–£74,999	6
£75,000–£79,999	7
£80,000–£84,999	6
£85,000–£89,999	2
£90,000–£94,999	4
£95,000–£99,999	4
£100,000–£104,999	1
£105,000–£109,999	2
£110,000–£114,999	
£115,000–£119,999	1
£120,000–£124,999	
£125,000–£129,999	
£130,000–£134,999	1
£135,000–£139,999	
£140,000–£144,999	
£150,000–£154,999	
<b>TOTAL</b>	<b>137</b>

(ii) Staff numbers

	1995-96	1996-97	1997-98	Est 1998-99	1999-2000	Plan 2000-01	Plan 2001-02	2002-03
Civil Service full-time equivalents	9,927	9,420	9,089	7,911	8,182	10,849	12,521	11,959
Overtime	474	491	476	438	429	425	411	405
Casuals	188	164	240	363	301	224	278	245
<b>Total</b>	<b>10,589</b>	<b>10,075</b>	<b>9,805</b>	<b>8,712</b>	<b>8,912</b>	<b>11,548</b>	<b>13,210</b>	<b>12,609</b>
<b>Prison Service (Gross control area)</b>								
Civil Service full-time equivalents	37,983	37,983	38,530	39,716	39,149	41,617	42,000	42,000
Overtime	0	0	0	0	829	808	800	800
Casuals	640	640	1,064	1,294	1,317	1,064	1,000	1,000
<b>Total</b>	<b>38,623</b>	<b>38,623</b>	<b>39,594</b>	<b>41,010</b>	<b>41,295</b>	<b>43,489</b>	<b>43,800</b>	<b>43,800</b>
<b>United Kingdom Passport Agency (Gross control area)</b>								
Civil Service full-time equivalents	1,487	1,487	1,333	992	900	1,697	2,003	2,003
Overtime	77	77	80	124	147	109	22	22
Casuals	352	352	419	812	300	538	397	397
<b>Total</b>	<b>1,916</b>	<b>1,916</b>	<b>1,832</b>	<b>1,928</b>	<b>1,347</b>	<b>2,344</b>	<b>2,422</b>	<b>2,422</b>
<b>Forensic Science Service<sup>1</sup> (Net control area)</b>								
Civil Service full-time equivalents	1,023	1,023	1,196	1,450	1,615	1,994	2,340	2,440
Overtime	30	30	42	48	42	9	60	57
Casuals	9	9	8	22	55	60	10	10
<b>Total</b>	<b>1,062</b>	<b>1,062</b>	<b>1,246</b>	<b>1,520</b>	<b>1,712</b>	<b>2,063</b>	<b>2,410</b>	<b>2,507</b>
<b>Fire Service College (Trading fund)</b>								
Civil Service full-time equivalents	215	215	206	193	195	180	171.5	171.5
Casuals						8		
<b>Total</b>						<b>188</b>		
<b>Civil Service full-time equivalents</b>	<b>50,635</b>	<b>50,128</b>	<b>50,354</b>	<b>50,262</b>	<b>50,041</b>	<b>56,337</b>	<b>59,035</b>	<b>58,573</b>
<b>Overtime</b>	<b>581</b>	<b>598</b>	<b>598</b>	<b>610</b>	<b>1,447</b>	<b>1,351</b>	<b>1,293</b>	<b>1,284</b>
<b>Casuals</b>	<b>1,189</b>	<b>1,165</b>	<b>1,731</b>	<b>2,491</b>	<b>1,973</b>	<b>1,945</b>	<b>1,685</b>	<b>1,652</b>
<b>Total</b>	<b>52,405</b>	<b>51,891</b>	<b>52,683</b>	<b>53,363</b>	<b>53,461</b>	<b>59,633</b>	<b>62,013</b>	<b>61,509</b>

1. Staff numbers are inclusive of secondees, largely from police and fire authorities.

## Staffing levels 2000–01 (rounded estimate)

Area breakdown	Staff	Overtime	Casuals	Total
Home Office other than agencies:				
Criminal Policy Group (CPG) Inc Prison Ombudsman HM Insp Probation HM Insp Prisons	351	2	1	354
Police and Crime Reduction Group (PCRG)	975	13	62	1,050
Organised and International Crime Directorate (OICD)	157	0	0	157
Immigration and Nationality Directorate (IND)	7,347	390	176	7,523
Fire and Emergency Planning Directorate (FEPD)	216	0	0	216
Constitutional and Community Policy Directorate (CCPD)	249	0	4	253
Research Development and Statistics (RDS)	349	0	7	356
Corporate Development and Services Group (CDSG)	713	13	16	742
Planning Finance and Performance Group (PFPG)	167	1	1	169
Legal Advisers	57	0	0	57
Ministerial Secretariat	85	0	0	85
Communication Directorate (CD)	184	6	7	197
<b>TOTAL NON-AGENCY HO</b>	<b>10,849</b>	<b>425</b>	<b>275</b>	<b>11,548</b>
Prison Service	41,617	808	1,064	43,489
United Kingdom Passport Agency	1,697	109	538	2,344
Forensic Science Service	1,994	9	60	2,063
Fire Service College	180	0	8	188
<b>TOTAL HOME OFFICE</b>	<b>56,337</b>	<b>1,351</b>	<b>1,945</b>	<b>59,633</b>

Prison Service and Forensic Science Service figures are calculated using data from their response to the Cabinet Office MANDATE system.

The remaining data has been collected and calculated on a five quarter average. Data given for CPG and IND is estimated.

### (iii) Permitted exceptions to fair and open recruitment

The recruitment of staff at all levels has continued on the basis of fair and open competition, in accordance with the rules published by the Civil Service Commissioners.

The numbers and grades of staff recruited following the use of permitted exceptions to fair and open recruitment are set out below:

<b>type of exception</b>	<b>number</b>	<b>grade</b>
Those recruited under the New Deal initiative	2	AA
Casuals extended beyond one year	2 1 1	AO EO SEO
FTAs converted to permanency	10	SEO
Secondments	2 3 1	G6 G7 SEO

# Main Estimate tables

## Introduction

- Sections A to J, K to M and X to AS of Request for Resources 1 provide for Home Office direct expenditure explained in the Home Office 2001 Departmental Report in relation to: criminal policy and programmes in section 3 (Aims 2 and 4), police in section 3 (Aims 1 and 3), organised and international crime in section 3 (Aim 3), emergency planning and fire in section 3 (Aim 7), central services in section 4, research and statistics in section 4, criminal injuries compensation in section 3 (Aim 2), control of immigration and nationality in section 3 (Aim 6), issue of passports, etc in section 3 (Aim 6), and constitutional and community in section 3 (Aim 5). They also provide for the payment of certain grants to local authorities.
- Sections A to I of Request for Resource 2 provide for Prison Service Agency direct expenditure on prison operations section 3 (Aim 4).
- Sections N provides for expenditure explained in the Home Office 2001 Departmental Report on; superannuation transactions for police officers and firefighters temporarily employed on central support and training duties.
- Sections O to W of RfR1 and sections E to G of RfR2 relate to the non-cash costs of the Home Office and Prison Service Agency, introduced under RAB.
- Expenditure for the criminal justice system is contained within the Home Office Estimate (as well as those Estimates for the Lord Chancellor's Department and Crown Prosecution Service).
- A full set of the symbols used in the Main Estimate, and their explanations, can be found on page 148 of the report.

## Part I

	£
RfR1: Building a safe, just and tolerant society	<b>7,403,382,000</b>
RfR2: Protecting the public by holding prisoners in decent conditions and reducing re-offending after release	<b>2,217,110,000</b>
Net Resource Requirement	<b>9,620,492,000</b>
Net Cash Requirement	<b>9,627,426,000</b>

Amounts required in the year ending 31 March 2002 for expenditure by the Home Office on:

### RfR1: Building a safe, just and tolerant society

Police; the Forensic Science Service; registration of forensic practitioners; emergency planning; fire services; the Fire Service College; criminal policy and programmes including offender programmes and the National Probation Service, the prevention and treatment of drug abuse; crime reduction and prevention; provision of services relating to the Crime and

Disorder Act; criminal justice planning system and other services related to crime; support to the voluntary sector; family policy issues; research; criminal injuries compensation; Organised and International Crime; control of immigration and nationality, support for asylum seekers; refunds of fines to carriers of inadequately documented passengers; issue of passports; community and constitutional services; firearms compensation and related matters; claims by local authorities for the Kosovan evacuees special grant; administration and associated non-cash items.

### RfR2: Protecting the public by holding prisoners in decent conditions and reducing re-offending after release

Prisons (including central administration and other costs arising from the detention of prisoners); placements in secure accommodation under Section 53 of the Children and Young Persons Act 1933; Prison Service Colleges; the Parole Board; the storage and maintenance of equipment; transport management; grants to 'Prisoners Abroad'; Welfare to Work schemes; funding for joint initiatives within the criminal justice system and associated non-cash items.

RfR Service	Net Total £	Voted on account £	Balance to complete £
RfR1	7,403,382,000	3,210,879,000	4,192,503,000
RfR2	2,217,110,000	1,082,956,000	1,134,154,000
<b>Total Net Resource Requirement</b>	<b>9,620,492,000</b>	<b>4,293,835,000</b>	<b>5,326,657,000</b>
<b>Net Cash Requirement</b>	<b>9,627,426,000</b>	<b>4,266,243,000</b>	<b>5,361,183,000</b>

# Main Estimates 2001–02

## Part II

Subhead detail			
£000	Resources		
	1	2	3
	Admin	Other current	Grants
<b>Request for Resource 1: Building a safe, just and tolerant society</b>	<b>946,185</b>	<b>1,020,205</b>	<b>5,620,453</b>
<b>Spending in Departmental Expenditure Limits (DEL)</b>			
<i>Central Government Spending</i>			
★ A Police crime reduction	91,464	294,222	131,206
★ B Criminal policy and programmes <sup>1</sup>	35,128	228,622	543,371
★ C Criminal Records Bureau	4,000	–	–
★ D Organised and international crime	31,083	7,850	3,800
★ E Constitutional and community	11,770	7,706	43,040
★ F Immigration and nationality	469,819	441,684	7,319
★ G Passport Agency	104,702	200	–
★ H Fire and emergency planning	13,300	23,408	96
★ I Research and statistics	9,659	8,505	35
★ J Central services	121,786	6,808	–
★ – Firearms compensation	–	–	–
– Electoral Commission – start-up costs	–	–	–
<i>Support for local authorities</i>			
★ K Police grants	–	–	3,995,109
★ L Police current grants outside AEF	–	–	72,752
★ M Fire and emergency planning grants	–	–	14,038
– Probation current grant	–	–	–
– Probation current grant outside AEF	–	–	–
– Section 11 (ethnic minorities) grants	–	–	–
★ – Kosovan evacuees special grant	–	–	–
<b>Spending in Annual Managed Expenditure</b>			
<i>Central governments spending</i>			
N Police and fire services superannuation	–	–	2,405
– Asylum Support: payments to DSS	–	–	–
<i>Non-cash items</i>			
O Police and crime reduction	28,096	–	–
P Criminal policy and programmes	12,787	–	–
Q Organised and International Crime	2,827	–	–
R Constitutional and community	203	–	–
S Immigration and nationality	16,024	–	–
T Passport Agency	1,100	–	–
U Fire and emergency planning	1,285	–	–
V Research and statistics	93	–	–
W Central services	–8,941	–	–

4	5	6	Capital 7	8 Non- operating A-in-A	2000-01 9	1999-2000 10
Gross total	A-in-A	Net Total	Capital		Net total Resource	Net total Resource
<b>7,586,843</b>	<b>183,461</b>	<b>7,403,382</b>	<b>281,123</b>	<b>2,133</b>	<b>6,816,743</b>	<b>5,901,645</b>
516,892	15,460	<b>501,432</b>	118,973	205	219,170	144,541
807,121	27,705	<b>779,416</b>	86,025	-	107,763	114,974
4,000	-	<b>4,000</b>	800	-	-	-
42,733	620	<b>42,113</b>	15,058	5	25,723	22,227
62,516	9,291	<b>53,225</b>	19	-	55,311	59,422
918,822	15,069	<b>903,753</b>	51,529	-	1,193,676	461,248
104,902	109,914	<b>-5,012</b>	5,000	-	-14,787	-2,423
36,804	1,203	<b>35,601</b>	1,222	-	28,884	30,217
18,199	132	<b>18,067</b>	116	-	34,313	16,499
128,594	2,743	<b>125,851</b>	781	-	127,453	100,376
-	-	-	-	-	121	6,063
-	-	-	-	-	300	-
3,995,109	-	<b>3,995,109</b>	-	-	3,823,583	3,698,233
72,752	-	<b>72,752</b>	-	-	60,763	10,411
14,038	-	<b>14,038</b>	-	-	14,038	14,043
-	-	-	-	-	374,060	346,024
-	-	-	-	-	-	663
-	-	-	-	-	-	26,214
-	-	-	-	-	20,184	14,397
2,405	1,324	<b>1,081</b>	-	-	1,381	1,359
-	-	-	-	-	-	310,900
28,096	-	<b>28,096</b>	-	-	8,385	8,456
12,787	-	<b>12,787</b>	-	-	11,290	4,931
2,827	-	<b>2,827</b>	-	-	801	163
203	-	<b>203</b>	-	-	21	203
16,024	-	<b>16,024</b>	-	-	9,782	7,322
1,100	-	<b>1,100</b>	-	-	1,100	1,100
1,285	-	<b>1,285</b>	-	-	833	3,455
93	-	<b>93</b>	-	-	5	572
-8,941	-	<b>-8,941</b>	-	-	-10,202	12,045

£000	Resources		
	1	2	3
	Admin	Other current	Grants
<b>Other spending outside Departmental Expenditure Limits</b>			
X	Police capital grants	–	101,714
Y	Crime reduction capital grants	–	88,000
Z	Criminal policy and programmes capital grants	–	16,020
AA	Organised and International Crime capital grants	–	5,980
AB	Constitutional and community capital grants	–	5,000
AC	Fire and emergency planning capital grants	–	832
AD	Police loan charges grants	–	14,200
AE	Probation loan charges grants	–	2,597
AF	Fine refunds to carriers	1,200	–
AG	Criminal injuries compensation-admin	–	29,820
AH	Criminal injuries compensation	–	183,264
AI	Community Development Foundation	–	937
AJ	Criminal cases review commission	–	5,425
AK	Youth Justice Board	–	215,395
AL	Police Complaints Authority	–	3,570
AM	Police Information Technology Organisation	–	100,236
AN	Commission for Racial Equality	–	20,184
AO	Gaming Board for Great Britain	–	3,680
AP	Office of the Information Commissioner <sup>2</sup>	–	6,928
AQ	Office of the Immigration Services Commissioner	–	3,500
AR	Fire Service College	–	–
AS	Forensic Science Service	–	–
–	Probation capital grants	–	–
	<b>Request for Resource 2: Protecting the public by holding prisoners in decent conditions and reducing re-offending after release</b>	<b>2,208,968</b>	<b>162,138</b>
	<b>39,357</b>		
<b>Spending in Departmental Expenditure Limits (DEL)</b>			
<i>Central Government Spending</i>			
A	Prison operations (public sector)	1,400,295	28,342
B	Prison operations (contracted out)	269,433	–
C	Prison service HQ and central services	119,598	3,479
<b>Spending in Employment Opportunities Fund in Departmental Expenditure Limits (EOF DEL)</b>			
<i>Central Government Spending</i>			
D	Prison – Welfare to Work scheme	–	–
<b>Spending in Annually Managed Expenditure</b>			
<i>Non-cash items</i>			
E	Prison operations (public sector)	364,597	4,300
F	Prison operations (contracted out)	24,843	–
G	Prison service HQ and central services	28,702	–
<b>Other Spending outside Departmental Expenditure Limits</b>			
H	Estate maintenance and profit/loss associated with asset disposals	1,500	–
I	Parole board	–	3,236
	<b>TOTAL</b>	<b>3,155,153</b>	<b>5,659,810</b>

1 Includes National Probation Service

2 Until 30 January 2001 the Office of the Information Commissioner was known as the Office of the Data Protection Commissioner. The change of title was effected by the Freedom of Information Act 2000.

4	5	6	Capital 7	8 Non- operating A-in-A	2000-01 9	1999-2000 10
Gross total	A-in-A	Net Total	Capital		Net total Resource	Net total Resource
101,714	-	<b>101,714</b>	-	-	91,114	91,114
88,000	-	<b>88,000</b>	-	-	60,000	250
16,020	-	<b>16,020</b>	-	-	-	-
5,980	-	<b>5,980</b>	-	-	490	-
5,000	-	<b>5,000</b>	-	-	346	338
832	-	<b>832</b>	-	-	794	3,383
14,200	-	<b>14,200</b>	-	-	31,200	20,459
2,597	-	<b>2,597</b>	-	-	3,020	2,453
1,200	-	<b>1,200</b>	-	-	1,200	-
29,820	-	<b>29,820</b>	-	-	27,844	25,170
183,264	-	<b>183,264</b>	-	-	194,000	202,500
937	-	<b>937</b>	-	-	937	902
5,425	-	<b>5,425</b>	-	-	4,980	5,529
215,395	-	<b>215,395</b>	-	-	231,269	40,201
3,570	-	<b>3,570</b>	-	-	3,570	3,464
100,236	-	<b>100,236</b>	-	-	33,920	52,160
20,184	-	<b>20,184</b>	-	-	15,238	16,708
3,680	-	<b>3,680</b>	-	-	3,541	3,452
6,928	-	<b>6,928</b>	-	-	5,758	5,141
3,500	-	<b>3,500</b>	-	-	2,286	-
-	-	-	1	15	-	-
-	-	-	1,599	1,908	-	-
-	-	-	-	-	11,285	14,786
<b>2,410,463</b>	<b>193,353</b>	<b>2,217,110</b>	<b>169,061</b>	<b>13,075</b>	<b>2,121,462</b>	<b>2,119,080</b>
1,513,537	172,148	<b>1,341,389</b>	168,152	13,000	1,322,560	1,328,501
269,433	-	<b>269,433</b>	-	-	242,912	223,317
127,667	17,705	<b>109,962</b>	909	75	84,251	129,720
-	-	-	-	-	-	88
368,897	-	<b>368,897</b>	-	-	353,907	337,836
24,843	-	<b>24,843</b>	-	-	17,791	12,933
28,702	-	<b>28,702</b>	-	-	26,133	17,825
74,148	3,500	<b>70,648</b>	-	-	73,908	68,860
3,236	-	<b>3,236</b>	-	-	-	-
<b>9,997,306</b>	<b>376,814</b>	<b>9,620,492</b>	<b>450,184</b>	<b>15,208</b>	<b>8,938,205</b>	<b>8,020,725</b>

Resource to cash reconciliation		
	2001-02	
	£000	£000
<b>Net Total Resources</b>	<b>9,620,492</b>	
<b>Voted Capital Items:</b>		
Capital Expenditure	450,184	
less Non-op A-in-A	<u>15,208</u>	434,976
<b>Accruals to cash adjustments</b>		
Cost of capital changes	-287,111	
Depreciation	<u>-164,954</u>	-452,065
Increase (+)/decrease (-) in stock	-2,592	
Increase (+)/decrease (-) in debtors	-3,476	
Increase (-)/decrease (+) in creditors	33,451	
Increase (-)/decrease (+) in provisions	-3,100	
Other non-cash	-260	
Excess cash to be CFERed	<u>0</u>	24,023
		-428,042
<b>Net Cash Requirement</b>		<b>9,627,426</b>

## Part III

In addition to Appropriation in Aid, the following income relates to the Department and is payable to the Consolidated Fund (cash receipts being shown in italics).

Extra receipts payable to the Consolidated Fund (£000)						
	2001-02		2000-01		1999-2000	
	income £000	receipts £000	income £000	receipts £000	income £000	receipts £000
Operating income not classified as A-in-A	14,613	<i>4,087</i>	11,421	<i>11,421</i>	11,756	<i>12,560</i>
Non-operating income not classified as A-in-A	-	-	-	-	-	-
Other income not classified as A-in-A	34,958	<i>34,958</i>	11,000	<i>11,000</i>	30,085	<i>30,085</i>
	<b>49,571</b>	<b><i>39,045</i></b>	<b>22,421</b>	<b><i>22,421</i></b>	<b>41,841</b>	<b><i>42,645</i></b>

Forecast operating cost statement for the year ended 31 March 2002						
	provision 2001-02		provision 2000-01		outturn 1999-2000	
	£000	£000	£000	£000	£000	£000
<b>Administration costs</b>						
Request for Resources 1						
Staff costs	497,240		382,116		271,673	
Other administration costs	<u>448,945</u>	946,185	<u>437,333</u>	819,449	<u>309,756</u>	581,429
Request for Resources 2						
Staff costs	1,201,985		1,109,104		1,044,600	
Other administration costs	<u>1,006,983</u>	2,208,968	<u>953,728</u>	2,062,832	<u>907,975</u>	1,952,575

	provision 2001-02		provision 2000-01		outturn 1999-2000	
	£000	£000	£000	£000	£000	£000
Gross administration costs		3,155,153		2,882,281		2,534,004
Operating income		-307,978		-277,165		-116,462
<b>Net administration costs</b>		<b>2,847,175</b>		<b>2,605,116</b>		<b>2,417,542</b>
<b>Programme Costs</b>						
Request for Resources 1						
Expenditure		6,640,658		6,220,735		5,470,456
Income		-83,444		-99,571		-64,662
		6,557,214		6,121,164		5,405,794
Request for Resources 2						
Expenditure		201,495		200,509		185,646
Income		-5		-5		-13
		201,490		200,504		185,633
<b>Net Programme Costs</b>		<b>6,758,704</b>		<b>6,321,668</b>		<b>5,591,427</b>
<b>Net Operating Cost</b>		<b>9,605,879</b>		<b>8,926,784</b>		<b>8,008,969</b>
<b>Net Resource Outturn</b>		<b>9,620,492</b>		<b>8,938,205</b>		<b>8,020,725</b>
<b>Resources Budget Outturn</b>		<b>9,256,835</b>		<b>8,646,731</b>		<b>7,807,976</b>

## Forecast cash flow statement for the year ended 31 March 2002

	provision 2001-02 £000	provision 2000-01 £000	outturn 1999-2000 £000
Net Cash outflow from operating activities (Note I)	-9,191,658	-8,518,787	-7,394,766
Capital expenditure and financial investment (Note II)	-431,681	-297,235	-215,703
Receipts due to the Consolidated Fund which are outside the scope of the department's operations	34,958	11,000	30,085
Payments of amounts to the Consolidated Fund	-39,045	-22,421	-42,645
Financing (Note III)	9,627,426	8,827,443	7,622,936
Increase (+)/decrease(-) in cash in the period	0	0	-93
<b>Notes to the cash flow statement</b>			
<b>Note I</b>			
<b>Reconciliation of operating cost to operating cash flows</b>			
Net Operating Cost	9,605,879	8,926,784	8,008,969
Remove non-cash transactions	-450,325	-411,686	-404,311
Adjust for movements in working capital other than cash	39,204	3,399	-208,617
Use of provisions	-3,100	290	-1,275
<b>Net cash outflow from operating activities</b>	<b>9,191,658</b>	<b>8,518,787</b>	<b>7,394,766</b>
<b>Note II</b>			
<b>Analysis of capital expenditure and financial investment</b>			
Tangible fixed asset additions	448,584	403,414	226,791
Proceeds from disposal of fixed assets	-15,285	-13,709	-12,330
Loans to other bodies	-323	1,078	1,242
Adjust for movements in working capital on capital expenditure and financial investment	-1,295	-93,548	0
<b>Net cash outflow from investing activities</b>	<b>431,681</b>	<b>297,235</b>	<b>215,703</b>

	provision 2000-02 £000	provision 2000-01 £000	outturn 1999-2000 £000
<b>Note III</b>			
<b>Analysis of financing and cash requirement</b>			
From Consolidated Fund (Supply): current year expenditure	9,627,426	8,827,443	7,622,936
<b>Net financing</b>	<b>9,627,426</b>	<b>8,827,443</b>	<b>7,622,936</b>
<b>Increase (-)/decrease (+) in cash</b>	0	0	93
<b>Net cash flows other than financing (net outflow = +)</b>	<b>9,627,426</b>	<b>8,827,443</b>	<b>7,623,029</b>
Adjust for payments and receipts not related to Supply			
Amounts due to the Consolidated Fund:-			
– received in a prior year and paid over	0	0	0
– received and not paid over	0	0	0
NLF loans – net loans made to other bodies			
NLF loans – interest received from other bodies			
NLF loans – interest paid to other NLF			
<b>Net cash requirement</b>	<b>9,627,426</b>	<b>8,827,443</b>	<b>7,623,029</b>

Forecast reconciliation of net operating cost to net resource outturn and resource budget outturn for the year ended 31 March 2002

	2000-02 £000	2000-01 £000	1999-2000 £000
<b>Net Resource Outturn</b>	<b>9,620,492</b>	<b>8,938,205</b>	<b>8,020,725</b>
Remove Consolidated Fund Extra Receipts in the OCS	-14,613	-11,421	-11,756
<b>Net Operating Costs</b>	<b>9,605,879</b>	<b>8,926,784</b>	<b>8,008,969</b>
Other Consolidated Fund Extra Receipts	14,613	11,421	11,756
For NDPBs that score in budgets on the basis of NDPB expenditure			
Less Grants in Aid payable to NDPBs	-576,175	-523,343	-355,227
Add cost of capital charges in respect of assets held by NDPB	1,956	1,945	1,606
Add net resource consumption by NDPBs including depreciation	493,938	503,281	342,515
Adjustment for Public Corporations and Trading Funds			
Deduct grants to Public Corporations and trading Funds to finance capital expenditure	-794	-794	-3,383
Adjustment for Capital Grants			
Less grants to Local Authorities to finance capital expenditure	-101,714	-102,399	-105,900
Less grants paid to private sector by departments to finance capital expenditure	-115,038	-60,836	-588
Less grants for loan charges	-16,797	-34,220	-22,912
Adjustment related to Income from sale of capital assets			
Reverse the deduction of gains and deduct the losses incurred on disposal of assets	2,000	-1,850	-5,459
Remove other expenditure shown in Estimates under the heading 'Other Expenditure outside DEL' that is outside the Resource Budget	-73,848	-73,258	-63,401
DUP	22,815	-	-
<b>Resource Budget Outturn</b>	<b>9,256,835</b>	<b>8,646,731</b>	<b>7,807,976</b>
of which:			
Departmental Expenditure Limit	8,777,842	8,218,104	7,082,422
Spending in Employment Opportunities Fund (EOF) DEL	-	-	88
Annually Managed Expenditure	478,993	428,627	725,466

## Notes to the Estimate

### 1 Explanation of Accounting Officer responsibilities

The Treasury has appointed the Permanent Secretary of the Home Office as Principal Accounting Officer for the Department with overall responsibility for preparing the Department's Estimate.

The Treasury has also appointed an Additional Accounting Officer to be accountable for that part of the Department's accounts relating to a specified request for resources and the associated assets, liabilities and cash flows. This appointment does not detract from the Head of Department's overall responsibility as Accounting Officer for the Department's Estimate and overall net cash requirement.

The allocation of Accounting Officer responsibilities in the Home Office is as follows:

The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which an Accounting Officer is answerable, for keeping proper records and for safeguarding the Department's assets, are set out in the Accounting Officers' Memorandum issued by the Treasury and published in Government Accounting. Under the terms of the Accounting Officers' Memorandum the relationship between the Home Office's Principal and Additional Accounting Officers, together with their respective responsibilities, is set out in writing.

#### Request for Resources 1:

John Warne, Acting Principal Accounting Officer and Acting Permanent Secretary of the Home Office

#### Request for Resources 2:

Martin Narey, Additional Accounting Officer and Director General of the Prison Service

2 Analysis of Appropriations in Aid						
£000	2001-02 provision		2000-01 provision		1999-2000 outturn	
	A-in-A	non-op A-in-A	A-in-A	non-op A-in-A	A-in-A	non-op A-in-A
<b>Total for RfR 1 and RfR 2:</b>	<b>376,814</b>	<b>15,208</b>	<b>365,320</b>	<b>17,483</b>	<b>169,381</b>	<b>22,549</b>
<b>RfR1: Building a safe, just and tolerant society</b>						
<b>Police crime reduction</b>	15,460	205	19,989	205	6,311	55
<b>Criminal policy and programmes</b>	27,705	0	28,845	0	24,702	0
<b>Organised and International Crime</b>	620	5	420	5	598	5
<b>Constitutional and community</b>	9,291	0	7,292	0	8,298	0
<b>Immigration and nationality</b>	15,069	0	27,829	0	11,948	0
<b>Passport Agency</b>	109,914	0	130,801	0	95,165	0
<b>Fire and emergency planning</b>	1,203	0	4,066	120	1,040	0
<b>Research and statistics</b>	132	0	132	0	107	0
<b>Central services</b>	2,743	0	2,743	0	2,009	0
<b>Police and fire service superannuation</b>	1,324	0	1,324	0	62	0
<b>Electoral Commission – start up costs</b>	0	0	0	0	0	0
<b>Fire Service College</b>	0	15	0	15	0	4371
<b>Forensic Science Service</b>	0	1,908	0	1,909	0	389
	*	**	*	**	*	**
<b>Total for RfR 1:</b>	<b>183,461</b>	<b>2,133</b>	<b>223,441</b>	<b>2,254</b>	<b>150,240</b>	<b>4,820</b>

\* Amount that may be applied as appropriations in aid in addition to the net total, arising from: sale and hire of vehicles, plant, machinery, land and buildings, receipts for rent, accommodation charges, sale of equipment and scrap, receipts for Police service training courses, contributions from Scottish Office Home and Health Department and Northern Ireland Office towards the costs of certain services, receipts from Security Services, receipts from police training repayment services, police examinations board, Police National Computer Organisation repayment services, loan of specialised equipment, repayment of support for Police Dependants' Trust, National Identification Bureau-subject access fees, HM Inspectorate of Constabulary inspection. Superintendents' Association contribution to police negotiating machinery, research repayment services and sub-bureaux contributions to Interpol subscription.

Repayment by the Forensic Science Service of principal on the deemed and long-term loans, recoveries of VAT, Emergency Planning College receipts for training courses, receipts from loans of fire service emergency equipment, receipts from inspections by HM Fire Service Inspectorate, repayment by the Fire Service College of the principal on the long and short-term loans, recovery of salaries of staff on loan or seconded to outside bodies, receipts for repayment services, payments for information and publications, receipts from the Treasury Solicitor's Department, receipts from European Union, contributions toward the grants made (at 13%) from the Scottish Office Home Department to Criminal Injuries Compensation Authority and Criminal Injuries Compensation Appeals Panel, fees for licence for production, supply, possession, import and export of controlled drugs, contributions by employees

toward firefighters pensions, police and fire services superannuation transfer values received from local authorities, fees for documents of identity: receipts under the Data Protection Acts 1984 and 1998 and Freedom of Information Act 1999.

Charges for provision of additional (or special) immigration services, private telephone calls, vending machines, receipts in connection with the Channel Tunnel, receipts from carrying companies for any expenses incurred in respect of certain persons detained or liable to be detained under Immigration Act 1971 and Immigration and Nationality Act 1999, fees under the British Nationality Acts 1948 and 1981, fees for Certificates of Entitlement for Right of Abode, fees for passports in respect of services to individual applicants, receipts from telex, telephone, postal and bank charge recoveries, recoveries related to passport search fees, fees payable to the Criminal Records Bureau under part V of the Police Act 1997, receipts under the Misuse of Drugs Act 1971, issue of licensing certificates for gaming machines and operators of gaming establishments etc., animal licence fees, burial removal fees, royal licences, fees payable to Data Protection Commissioner, fees payable to the Commissioner for the Registration of Immigration Advisers, tax rebates, European Fast Stream receipts from the Cabinet Office, subsidies under the Welfare to Work programme, receipts of confiscated assets. Contributions towards grant programmes.

\*\* Amount that may be applied as non-operating appropriations in aid arising from the recovery of income from the sale of land, buildings, plant, equipment, vehicles and other capital assets.

£000	2001-02 provision		2000-01 provision		1999-2000 outturn	
	A-in-A	non-op A-in-A	A-in-A	non-op A-in-A	A-in-A	non-op A-in-A
<b>RfR2: Protecting the public by holding prisoners in decent conditions and reducing re-offending after release</b>	*	**	*	**	*	**
<b>Total for RfR 2:</b>	<b>193,353</b>	<b>13,075</b>	<b>141,879</b>	<b>15,229</b>	<b>19,141</b>	<b>17,729</b>

\* Amount that may be applied as appropriations in aid in addition to the net total, arising from: rent and other accommodation receipts, income from private telephone calls, rental charges for television sets, share of gross profits from prison shops and from services purchased by staff etc, income from overseas governments, from the activities of prison industries and farms, from the supply of inmate labour and from the supply of other goods and services, agricultural subsidies, assistance from European Social Fund, recoveries of salaries of staff on loan or seconded to outside bodies, Welfare to Work subsidies, income from training services, income

from advertisements in Prison Service News, income from the sale of information or publications, sale of waste, income from the hire of land, buildings, plant, equipment, vehicles and income from compensation and insurance, payments from the Youth Justice Board, contributions towards criminal justice system initiatives.

\*\* Amount that may be applied as non-operating appropriations in aid arising from the recovery of income from the sale of land, buildings, plant, equipment, vehicles and other capital assets.

3 Analysis of CFERs							£000
	2001-02		2000-01		1999-2000		
	income	receipts	income	receipts	income	receipts	
In addition to appropriations in aid there are the following estimated receipts:							
Passport Agency	34,958	34,958	11,000	11,000	30,085	30,085	
Immigration and nationality	12,000	1,480	8,400	8,400	10,042	10,042	
Constitutional and community	1,040	1,040	1,210	1,210	1,281	1,281	
Police	1,176	1,170	1,410	1,410	835	835	
Fire	397	397	401	401	402	402	
	<b>49,571</b>	<b>39,045</b>	<b>22,421</b>	<b>22,421</b>	<b>42,645</b>	<b>42,645</b>	

## 4 Changes to Accounting Policies

In accordance with best accounting practice, the Home Office has decided that a provision should be created for potential bad debts. Whilst this does not mean that debts will be written off without all alternative steps being considered, in the light of past experience it is prudent to set up such a provision.

A specific provision relates to old debts for carriers liability claims. The residual value included in the provision is based on a percentage applied to old debts other than for carriers liability claims.

## 5 Expenditure resting on the sole authority of the Appropriation Act

The following subheads contain provision sought under the sole authority of Part I of the Estimate and of the confirming Appropriation Act:

Subhead	Service	£000
A3	Grant to the National Association of Lay Visitors ■	250
A3	Grant to the Association for Bereavement Counselling of Road Accident Victims ■	15
A3	Costs of the Review of Operation Lancet ■	150
A3	Grant to the Council for the Registration of Forensic Practitioners ■	300
A3	Police Superintendants Association ■	380
A3	Police Federation ■	135
A3	National Black Police Association (NBPA) ■	80
A3	Association of Chief Police Officers (ACPO) ■	470
A3	British Association of Women Police (BAWP) ■	35
A3	Police Negotiating Board (PNB) – Independent Secretariat ■	52
A3	Police Negotiating Board – Official Side Secretariat ■	242
A3	Police Negotiating Board – Staff side ■	126
B3	Grants to the National Office of Victim Support ■	1,293
B3	Local victim's support schemes ■	14,432
B3	Grants to voluntary organisations in support of experimental projects aimed at diverting the mentally disturbed from the criminal justice system ■	154
E3	Grants to certain national organisations working in the voluntary sector to promote voluntary activity or community development and to support innovatory projects etc ■	30,925
E3	National Council for Voluntary Organisations ■	851
E3	Grants to Women's Royal Voluntary Services ■	4,894
E3	Grants to the National Family and Parenting Institute ■	668
E3	Family Grants programme ■	6,039
E3	Philip Lawrence Awards Scheme ■	100
D2	Drugs investigation abroad ■	500
E3	Grants to voluntary organisations and other bodies for the reception and settlement of refugees, and to assist organisations or projects working to reduce racial disadvantage, racism etc. ■	5,595
H2	Emergency planning research programme ■	50
H2	Fire research programme ■	787
H2	Investment in the Community Fire Safety Centre ■	4,300
H3	Grant to Fire Service Youth Training Association ■	54
H3	Grant to Chief and Assistant Chief Fire Officers' Association ■	42
L3	Special grants for policing costs ■	72,752

## 6 Grants in aid above £1 million

			<b>2000-01 £000</b>
AG	♥	Criminal injuries compensation-admin	29,820
AH	♥	Criminal injuries compensation	183,264
AJ	♥	Criminal cases review commission	5,425
AK	♥	Youth Justice Board	215,395
AL	♥	Police Complaints Authority	3,570
AM	♥	Police Information Technology Organisation	100,236
AN	♥	Commission for Racial Equality	20,184
AO	♥	Gaming Board for Great Britain	3,680
AP	♥	Office of the Information Commissioner (2)	6,928
AQ	♥	Office of the Immigration Services Commissioner	3,500

## 7 Cash which may be retained to offset expenditure

Cash which may be retained by the Department to offset expenditure in the year due to its relationship with income which has been or will be appropriated in aid for:

	<b>2001-02 £000</b>	<b>2000-01 (provisional) £000</b>	<b>1999-2000 (outturn) £000</b>
RFR1	185,594	225,695	155,060
RFR2	202,928	157,108	36,870
TOTAL	388,522	382,803	161,004

## 8 Symbols used in the 2001-02 Main Estimate

### Public expenditure

- ★ A section of an Estimate which contains discretionary expenditure.
- Φ Income which is classified as negative in Resource Budgets: DELs or in Capital Budget: DELs in respect of income from capital receipts including assets sales and which are, exceptionally, surrendered to the Consolidated Fund as extra receipts rather than taken on to the Estimate as appropriations in aid.
- ▲ Income which is classified as negative in Resource Budget: AME or Capital Budget: AME and which are, exceptionally, surrendered to the Consolidated Fund as extra receipts rather than taken on to the Estimate as appropriations in aid.
- Extra receipts which are classified as 'other spending outside DEL' and are surrendered direct to the Consolidated Fund as extra receipts.
- # Represents amounts less than £1/2 million.

### Statutory authority for expenditure

- Items where provision is sought under the sole authority of Part I of the Estimate and of the confirming Appropriation Act.

### Accounting and audit arrangements for grants in aid and certain subscriptions, etc to international organisations

- ♥ The accounts of this body are audited by the Comptroller and Auditor General and presented to Parliament.
- ♦ The accounts of this body are audited by auditors appointed by the Secretary of State (or Ministers) and presented to Parliament. The books and accounts are also open to inspection by the Comptroller and Auditor General.
- ♠ The accounts of this body are audited by auditors appointed by the Secretary of State (or Ministers) and presented to Parliament.



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# Section 7 )

## Public accounts committee reports

**Building a safe,  
just and tolerant society**

# Public accounts committee reports

Each year the National Audit Office undertakes value for money studies into a range of issues across the Department. The more significant studies are published and may become the subject of examination by the Committee of Public Accounts (PAC). The Committee's findings and recommendations are considered seriously by the Department, which responds to Parliament by means of a Treasury Minute.

Three NAO reports have been the subject of a PAC hearing in 2000/2001 – studies into 'Criminal Justice: Working Together' which covered the Home Office, Lord Chancellor's Department and the Crown Prosecution Service,

'Compensating Victims of Violent Crime' and 'The Gaming Board: Better Regulation'. A PAC hearing held during 1999/2000 was reported on and responded to during 2000 – 'The Passport Delays of Summer 1999'. The PAC main findings and recommendations, the Government's response in the Treasury Minute and any more recent progress are presented in the table below.

In addition to the studies on which the Committee has already reported, hearings took place in 2000 on the NAO's reports into 'The Refinancing of the Fazakerley Prison PFI Contract' and 'Parole'. The Committee's reports are awaited.

PAC report: main issues		
Report	Government response	Action taken
<p><b>The Passport Delays of Summer 1999 (24th report 1999–2000)</b></p> <p>The Passport Agency's inability to provide an adequate service during the summer of 1999 represented a failure to meet the public's reasonable expectations for this service. The Home Office should review how new performance standards to be set for the Agency should address these expectations</p>	<p>The Home Office agrees that an adequate service was not provided. The Agency plans to introduce a five-day fast track service and a guaranteed one-day premium service during 2001/02 in addition to its normal 10-day processing service. Until these services are in place, improved targets have been set</p>	<p>Arrangements are in hand to introduce a tiered service. The Agency Business Plan contains revised targets</p>
<p>The Home Office was not alerted to the problems at the Agency until almost three months after the decision to halt implementation of the new system. As part of the quinquennial review of the Agency, the arrangements for alerting the Home Office to significant problems affecting service delivery should be examined</p>	<p>The Home Office has carefully scrutinised, as part of the quinquennial review process, the relationship it needs to have with the Agency. New structures and reporting requirements have been put in place. The relationship is subject to further and ongoing consideration</p>	<p>Improved Advisory Board structure and weekly vital signs reporting to Ministers and officials coupled with frequent, and ongoing meetings with Ministers during 2000</p>
<p>There was little evidence of any systematic evaluation of the risks involved once the problems had emerged, or of timely consideration of alternatives. The Agency's contingency planning proved wholly inadequate and the recovery plan agreed with the Home Office took time to deliver results. Sound risk management arrangements for projects and adequate contingency plans should be in place for key public services</p>	<p>Expert contingency planning consultancy was obtained on the Agency's plans for completing the roll-out of the new passport processing system. A risk manager was recruited in March 2000 and is putting a comprehensive infrastructure in place for risk management and contingency planning Agency-wide, for completion by April 2001</p>	<p>Improved risk and contingency plans introduced to support this system and other Agency projects. Small-scale piloting has been utilised wherever possible</p>

Report	Government response	Action taken
<p>The Agency took the risk of launching the new system in their two largest offices, which together accounted for half their normal processing capacity. The pilot testing of new computer systems should begin, wherever possible, on a small scale and be rolled out for testing at larger volumes only when initial tests prove satisfactory</p>	<p>The Agency put in place in April 2000 strict criteria on productivity and other indicators to support the remainder of the roll-out programme. This will ensure that the Agency only rolls out to other offices when it is safe to do so and that the revised roll-out programme is being conducted in a fully controlled manner</p>	<p>Durham was introduced to new system in April 2000 and Peterborough in October 2000. Around five million new more secure passports have been issued.</p>
<p>The Agency should explore the scope for modifying the contract with Siemens so that they can share in the savings made by the contractor and pass them on for the benefit of passport applicants</p>	<p>Accepted</p>	<p>Discussion with Siemens on scope for shared efficiency gains is ongoing</p>
<p>Siemens has agreed to pay £2.45m out of the total extra costs of £12.6m, which they consider to be more than required by the contract terms. It is clear that substantial business risk remained with the Agency and the public sector should understand fully the residual risks which have not been transferred and ensure these are managed properly</p>	<p>The Agency recognises that substantial business risk remains with it and the actions already taken or to be taken on risk management and contingency planning have focused on managing the residual risks</p>	<p>Ongoing management of residual risks</p>
<p><b>Criminal Justice: Working Together (27th Report 1999–2000)</b></p> <p>There is considerable scope for savings through better co-ordination across the criminal justice system. The costs of ineffective hearings and ‘cracked trials’, for example, could be reduced by improved co-operation and joint management among the agencies involved</p>	<p><i>Responses compiled by the Home Office, the Lord Chancellor’s Department and the Crown Prosecution Service</i></p> <p>The Government agrees that there is scope for reduction in the number of ‘cracked’ and ineffective trials and is taking this forward in a number of ways, in the crown courts and the magistrates’ courts</p>	<p>Ongoing action by the criminal justice system departments to devise new ways of working together to reduce the number of ‘cracked’ and ineffective trials</p>
<p>Closer joint working is being hampered by a lack of consistent definitions. Investment in information technology will only be fully effective if the criminal justice agencies can agree to record common data in a consistent way, and they should give high priority to completing this task</p>	<p>The criminal justice departments fully accept the need to record common data in a consistent way using consistent definitions. An inter-agency project team, led by the Home Office, is working on proposals for a management information system for the criminal justice system and its final report will be presented and considered by the Strategic Planning Group in October 2000</p>	<p>The inter-agency team is working alongside the ‘Integrating Business and Information Systems’ initiative</p>

Report	Government response	Action taken
<p>Piloting of the reforms arising from the Narey review has shown that it is possible to achieve substantial improvements in the average time to first hearing in less serious criminal cases and also large reductions in the number of adjournments. All three departments have an important role to play in ensuring that experience from the pilots is identified and disseminated, so that comparable improvements can be achieved across the country</p>	<p>A project team has been set up by the Trials Issues Group to evaluate the operational effectiveness of the Narey initiatives and disseminate best practice to all areas. The members of the team have been drawn from a number of criminal justice agencies</p>	<p>Waiting times in the criminal courts are being cut, including a reduction from 142 days in 1996 to 96 days in November 2000 for persistent young offender cases</p>
<p><b>Compensating Victims of Violent Crime (30th Report 1999–2000)</b></p> <p>In monitoring the equality of access to compensation, wide geographical difference in levels of applications were identified, suggesting that access to the scheme may be uneven and that some social groups could be disproportionately inhibited from applying. The quality of data should be reviewed and the outcome of applications monitored to ensure equality of access</p>	<p>The NAO analysis has been replicated by the Home Office on the latest available data. The results show a much less marked geographical disparity, resulting principally from a revision to the counting rules in April 1998. The analysis will be repeated for 2000–01 and any continuing disparity will be investigated to establish the underlying reasons and potential action</p>	<p>No further action</p>
<p>Communication with potential applicants should be improved so that ineligible cases are screened out at an early stage</p>	<p>The Criminal Injuries Compensation Authority has produced an improved communications strategy, a web site and a new short guide</p>	<p>Applicants are now able to read and complete an application form on the web site. A telephone call centre will be piloted in spring 2001</p>
<p>Reasons for decisions should be made clearer to applicants and related to the circumstances of the applicant's case. The Authority's decision to provide a named caseworker and telephone contact for applicants was welcomed</p>	<p>The Authority has formulated new guidance for its decision makers and implemented it from August 2000. Quality checks are also carried out on a sample of cases to ensure that adequate information has been provided to applicants about the grounds for decisions</p>	<p>Decisions are being explained more fully to applicants, enabling them to make better informed decisions as to whether to appeal</p>
<p>The Authority and the Appeals Panel acknowledge that the time taken to resolve applications is still too long. The resolution of approximately 6,000 outstanding cases under the previous common law scheme should release staff resources to deal with applications under the tariff-based scheme</p>	<p>Costs for administering the previous common law scheme are £2.5m for 2000–01 and projected at £2m for 2001–02. There will be residual costs thereafter. The Authority will apply a proportion of the resources released to the reduction of waiting times and backlogs</p>	<p>The backlog of cases under the previous common law scheme is now down to 4,000 but these are the most intractable and will not be cleared until 31 March 2002. Not until then will the Authority be free to devote all its resources to dealing with cases under the current, tariff-based scheme</p>

Report	Government response	Action taken
<p><b>The Gaming Board: Better Regulation (41st Report 1999–2000)</b></p> <p>The Gaming Board should adopt a more focused approach to regular inspection, concentrating resources on those gaming establishments which present the greatest risk. The Board should establish quickly a target for introducing a formal system of risk assessment which takes account of the results of operators' own regulatory activities wherever possible</p>	<p><i>Published February 2001</i></p> <p>The Gaming Board's Inspectorate has developed a trial risk assessment model for use in planning inspections. It is provisionally planned to trial the model in 14 casinos in south east England from 1 January 2001, to conduct further expanded trials across further inspection areas and establish its use across all areas of inspection work in the UK from 1 January 2001</p>	
<p>The Board should take action to rationalise its procedures for certification and registration, which include six different types of Certificate of Approval. The Board could, for example, certify new entrants to the gaming industry but devolve to employers the certification work for staff who are promoted or who move within the gaming industry</p>	<p>The Board has decided in principle to reduce the six types of Certificate of Approval by two. It is discussing the practical implications with the British Casino Association to ensure there is no diminution of quality. At present the Gaming Act precludes the Board from delegating its certification powers. Such a legislative change is dependent on the outcome of the Gaming Board Review</p>	
<p>The Gaming Board has failed to recover the costs of regulating the gaming and lottery industries in each of the six financial years from 1994 to 2000. The Board and the Home Office acknowledged that the financial systems supporting full cost recovery should be improved. Robust estimating and costing systems should be put in place quickly to enable the full costs of regulation to be recovered from those regulated</p>	<p>In setting the fees for 2001–02, the Board has paid particular attention to its estimating procedures for the predicted numbers of certificates, licences and registrations. However, small fluctuations can cause large variations in income. The Home Office is undertaking an exercise to prepare robust, up-to-date estimates of the costs of the police, licensing magistrates and internal Home Office policy work in regulating the industry</p>	

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# Section 8 )

## Criminal Justice System: cross-cutting report

**Building a safe,  
just and tolerant society**

# Criminal justice system: cross-cutting report

The departments, agencies and services that make up the criminal justice system have a vital part to play at a national and a local level to deliver the twin aims set for it.

The Home Office leads on the delivery of these cross-cutting aims, which are to:

- Reduce crime and the fear of crime; and
- Dispense justice fairly and efficiently and promote confidence in the rule of law.

The movement towards a modernised criminal justice system has gathered momentum over the last year, and with many technological improvements, such as expansion of the DNA database and video links between courts and prisons, it is becoming a more modern, effective and efficient public service. An important milestone was the publication in February 2001, of the Government's vision for the criminal justice system: *Criminal Justice: The Way Ahead*.

We have made good progress in many areas:

- Continuing the crime reduction programme – including the biggest ever public investment in CCTV cameras and equipment for crime prevention.
- Challenging and ambitious targets set for reducing vehicle crime and burglary and, in the five largest metropolitan areas, robbery.
- Provided the resources to enable the police to recruit an extra 9,000 police officers within three years – over and above the number forces already plan to recruit.

- We have implemented the Narey report recommendations to speed up the progress of cases in the courts.
- Establishing joint police/CPS criminal justice units and CPS trial units for more serious cases.
- Well on the way towards meeting our target of halving the time from arrest to sentence for persistent young offenders.
- Implemented most of the 70 recommendations of the Stephen Lawrence Inquiry report.
- Race equality targets for the police, prison and probation services set.
- Establishment of the Legal Services Commission to develop and maintain the new community legal service and the criminal defence service.
- Established two important reviews – the review of sentencing led by John Halliday and the review of the criminal courts led by Lord Justice Auld.
- As part of the 2000 spending review we have set up an unallocated reserve of £525 million over three years for the criminal justice system as a whole.

The full criminal justice system Annual Report is published separately by the Home Office and can be found at [www.criminal-justice-system.gov.uk](http://www.criminal-justice-system.gov.uk)

## Performance measures and targets programme

The Government published the first Public Service Agreement (PSA) for the criminal justice system in December 1998 as part of the White Paper 'Public services for the future: modernisation, reform, accountability' (Cm 4181).

The criminal justice system PSA was in addition but linked to separate PSAs for the Home Office, Lord Chancellor's Department and the Crown Prosecution Service. Achievement against these targets during the year is shown in the table below:

Objective	Measure and target proposed in strategic plan 1999–2002	Measure and target set	Comment
To reduce the level of actual crime and disorder	<b>A reduction in the growth of crime relative to its long-run rate by 31 March 2002</b>	To reduce the key categories of: <ul style="list-style-type: none"> <li>• Vehicle crime by 30% by 03/2004</li> <li>• Domestic burglary by 25% by 03/2005</li> <li>• Robbery in our principal cities by 14% by 03/2005</li> </ul>	<p><b>The targets set focus more closely on the Government's objective to reduce crime than would measuring the long-run rate of growth. The targets reflect those set locally as part of the Best Value regime, BV performance indicators 126 – 128</b></p> <p><b>It is hoped to develop a measure which will capture the underlying levels of disorder in society more fully for use in future years</b></p>
	<b>A reduction in the public perception of disorder by 31 March 2002</b>	To reduce the number of public disorder incidents per 1,000 of population	
	<b>30% reduction in the level of vehicle crime within five years</b>	<b>See first entry above</b>	
To reduce the adverse impact of crime and disorder on people's lives	<b>Fear of crime to be reduced by 31 March 2002</b>	To ensure by 03/2002 that the levels of fear of crime in the key categories of violent crime, burglary and car crime, reported in the British Crime Survey (BCS) are lower than the levels reported in the 1998 BCS	
To reduce the economic costs of crime	<b>Economic costs of crime to be reduced by 31 March 2002</b>	To reduce the economic costs of crime by 03/2002	<b>The costs to be tracked have been determined.* A programme has recently been published to explore the data available for these costs</b>
To ensure just processes and just and effective outcomes	<p><b>Rate of reconvictions of offenders to be reduced by 31 March 2002</b></p> <p>New measure on the rate of reconvictions of persistent young offenders to be developed by 31 March 2000 with the rate to be reduced by 31 March 2002</p> <p>New measure of just processes and outcomes to be developed by 31 March 2000 with target to be set by 31 March 2001 for improvement by 31 March 2002</p>	<p><b>Measures for reducing rates of reconvictions were developed for 03/2000 but were finally defined consistent with the measures agreed for 2001–2004 in the recent 2000 spending review:</b></p> <p>Reduce the rate of reconvictions:</p> <ul style="list-style-type: none"> <li>• of all offenders punished by imprisonment or by community supervision by 5% by 2004 compared to the predicted rate;</li> <li>• of all young offenders by 5% by 2004 compared to the predicted rate.</li> </ul> <p><b>Data on adverse cases and appeals will be monitored during 2000–01</b></p>	

\* Including cost of the CJS, stolen or damaged property, lost output, security and insurance, emotional/physical impact on victims, fraud and drug-related costs.

Objective	Measure and target proposed in strategic plan 1999–2002	Measure and target set	Comment
To deal with cases throughout the criminal justice process with appropriate speed	Halving from 142 to 71 days by 31 March 2002 the time from arrest to sentence for persistent young offenders	Halving from 142 to 71 days by 03/2002 the time from arrest to sentence for persistent young offenders	Outturn for the quarter to November 2000 showed that the time had fallen to 96 days
	A reduction in the time from arrest to sentence or other disposal for all offenders with an interim target of a reduction of at least two days from charge to sentence or other disposal by 31 March 2000	To reduce the time taken from arrest to sentence or other disposal for all offenders	The interim two-day target by 31 March 2000 was achieved. Data from arrest is not currently available and manual collection for all offenders would not be cost-effective; data will be collected from charge until electronic data collection is introduced across the CJS. A target was to be defined as part of the 2000 spending review but has been deferred until 31 March 2001 to reflect possible funding from the CJS. Unallocated reserve shortly to be decided for 2001/02
To meet the needs of victims, witnesses and jurors within the system	New survey measures to be introduced and a target set by 31 March 2000 for improvement by 31 March 2002	To improve by 5% by 03/2002 the satisfaction of victims and witnesses with their treatment in the criminal justice system	A national witness satisfaction survey was carried out in 2000, in which 76% of those surveyed were satisfied with their treatment by the agencies of the CJS
		To maintain at 95% the level of jurors who are satisfied with their treatment in the CJS whilst increasing by 5% by 03/2002 those who are very satisfied	A new survey was carried out in all Crown Courts in 1999/2000. This showed that 95% of jurors were either 'satisfied' or 'very satisfied' with their treatment. Jurors will continue to be surveyed as part of the Court Service's customer satisfaction survey, to be introduced in 2001

## Section 8 ) Criminal justice system: cross-cutting report

Objective	Measure and target proposed in strategic plan 1999–2002	Measure and target set	Comment
<p>To respect the rights of defendants and to treat them fairly</p>	<p>New measure to be developed by 31 March 2000 with a target to be set by 31 March 2001 for improvement by 31 March 2002</p>	<p>To improve the standard by which the criminal justice system meets the rights of defendants by achieving by 03/2002 100% of targets in a basket of measures</p>	<p>The measures proposed for the basket at 31 March 2000 were:</p> <ul style="list-style-type: none"> <li>• number of substantiated complaints under the Police Act 1996 per [1,000] people detained (BVPI 140)</li> <li>• the incident and nature of successful challenges under Articles 5 and 6 of the Human Rights Act 1998 in respect of criminal cases</li> <li>• ensure that by 31 March 2002 a percentage of people in police stations requesting the service of a duty solicitor receive the service within a specific time</li> <li>• the number of prisons which, in accordance with Prison Service standard audit requirements, have sufficient staff to ensure that all prisoners receive information about legal aid on reception and know who can assist them with legal aid applications</li> </ul>

Objective	Measure and target proposed in strategic plan 1999–2002	Measure and target set	Comment
To promote confidence in the criminal justice system	New measure to be developed by 31 March 2000 with a target to be set by 31 March 2001 for improvement by 31 March 2002	To improve by 03/2002 the level of public confidence in the criminal justice system	The target has now been extended to include specifically the confidence of ethnic minority communities in the criminal justice system

In addition to the performance measures for the eight criminal justice system objectives set out in the table above, further work is ongoing to develop a long-term value for money measure for the CJS. Meanwhile, figures for the interim efficiency indicators introduced in 1999/2000 show the overall cost to the CJS per person:

- proceeded against;
- found guilty or admitting guilt;
- not guilty.

A revised PSA for the criminal justice system was published in July 2000, following the 2000 spending review. The PSA sets out what the Government expects the criminal justice system, nationally and locally, to deliver and outlines the high level performance measures and targets against which the performance of the criminal justice system as a whole is to be judged. This can be found in full at section 5 of this report.



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# Section 9 )

## The Charity Commission Report

**Building a safe,  
just and tolerant society**

# The Charity Commission report

## Introduction

The Charity Commission is responsible for the regulation of charities in England and Wales.

There are over 180,000 charities listed on the Commission's Central Register of Charities. They have an estimated total annual income of about £24.1 billion.

Charities make a vital contribution to the social and economic activity of the country. But they can only make a full and effective contribution if they command the confidence of their stakeholders, their beneficiaries and the public. The Charity Commission's aim is to regulate charities, and the legal and governance arrangements in which they operate, so as to promote and justify that confidence.

## Aim

The Commission's aim is 'to give the public confidence in the integrity of charity.'

## Objectives

1. To ensure that charities are able to operate for their proper purposes within an effective legal, accounting and governance framework.
2. To improve the governance, accountability, efficiency and effectiveness of charities.
3. To identify and deal with abuse and poor practices.

## Key Activities

The Commission carries out a range of activities in order to achieve its objectives. The principal elements are:

- Providing out of office hours public access to an up-to-date Register of Charities.
- Deciding on applications from organisations wishing to be listed on the Register, or who are required to register.

- Giving guidance on effective and responsible governance and administration.
- Using its legal powers to enable charities to keep their purposes up to date in a modern environment.
- Using its legal powers to authorise transactions which are in the interests of charities.
- Ensuring proper accountability by a structured monitoring programme.
- Ensuring transparency in charities' accounts by providing a consistent accounting framework in which charities operate (the SORP).
- Evaluating, investigating and rectifying alleged abuse and poor practice (from April 2002, an extra £1 million a year has been secured for this work).
- Developing a legal and accounting framework which enables charities to operate effectively within an appropriate regulatory regime.
- Developing and publicising guidance designed to improve the standards of efficiency and effectiveness in charities.

A major thrust of the Commission's work is to improve the accountability of charities by making more and better information about them publicly available. (As examples, its web site is now receiving over five million 'hits' a year; a revised SORP was launched; and reports of inquiries are now routinely published.) The Commission is equally committed to providing high standards of customer service and decision making itself. For example, the new complaints and review procedures introduced in 2000 are an important way of improving its own accountability.

# Delivering better public services

## Spending review 2000 targets

Under the spending review 2000, the Commission's Service Delivery Agreement sets out:

- How, in broad terms, its high-level objectives will be achieved.
- How performance will be improved.
- How it will focus more closely on the needs of customers.
- How human and IT resources will be managed to achieve change
- How it is taking steps to improve policy making in line with the Modernising Government White Paper.

## Key performance targets for 2001–2002

Objective 1
<p><b>To ensure that charities are able to operate for their proper purposes within an effective legal, accounting and governance framework</b></p> <p><b>Targets</b></p> <p><b>Impact indicator:</b> Charity resources made available for more effective deployment as a result of the Commission exercising its legal authority. <i>(This is being trialled in 2000–01 and will be operational from 2001–02.)</i></p> <p>1a. Process a successful application for registration within an average of 95 working days in 2001–02; 92 days in 2002–03; and 88 days in 2003–04.</p> <p>1b. Increase the effectiveness of the legal framework by undertaking 3,500 cases where the Commission exerts its legal authority each year to 2003–04. Of these, 300 will be initiated by the Commission itself in 2001–02, rising to 350 by 2003–04.</p> <p>1c. Improve the framework within which charities operate for their proper purposes by delivering at least three authoritative themed reports per year from April 2002 onwards on issues affecting the charitable sector, and ensuring compliance with their recommendations among the appropriate charities.</p>

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Objective 2																
<p><b>To improve the governance, accountability, efficiency and effectiveness of charities</b></p> <p><b>Targets</b></p> <p><b>Impact indicator:</b> Percentage of charities deriving benefit as a result of guidance given (weighted by size). <i>(This is being trialled in 2000–01 and will be operational from 2001–02.)</i></p> <p>2a. Improve the effectiveness of charities' operations by undertaking 24,500 cases annually where the Commission gives substantive guidance on governance and administration by 2003–04 (up from 21,800 now). Of these, 2,450 will be initiated by the Commission itself (up from 2,180 now).</p> <p>2b. Obtain the accounts and annual reports of the following percentages of charities and ensure that all causes for concern identified are resolved:</p> <p><b>Annual income of charity</b></p> <table border="1"> <thead> <tr> <th></th> <th>Over £250,000</th> <th>£100,000 – £250,000</th> <th>Over £10,000 and less than £100,000</th> </tr> </thead> <tbody> <tr> <td>In 2001–2002</td> <td>100%</td> <td>90%</td> <td>85%</td> </tr> <tr> <td>In 2002–2003</td> <td>100%</td> <td>92%</td> <td>86%</td> </tr> <tr> <td>In 2003–2004</td> <td>100%</td> <td>95%</td> <td>87%</td> </tr> </tbody> </table> <p>2c. Obtain and process database forms for 90% of all charities mailed, rising to 95% in 2003–04.</p> <p>2d. From April 2002 undertake at least 600 visits to charities having a total combined income of at least £400 million per year (i.e. 1.8% of the total income of registered charities), rising to 2.25% of total income in 2003–04.</p>		Over £250,000	£100,000 – £250,000	Over £10,000 and less than £100,000	In 2001–2002	100%	90%	85%	In 2002–2003	100%	92%	86%	In 2003–2004	100%	95%	87%
	Over £250,000	£100,000 – £250,000	Over £10,000 and less than £100,000													
In 2001–2002	100%	90%	85%													
In 2002–2003	100%	92%	86%													
In 2003–2004	100%	95%	87%													

### Objective 3

#### To identify and deal with poor practices

##### Targets

**Impact indicator:** Number of cases of abuse or poor practice found. (*This is being trialled in 2000–01 and will be operational from 2001–02.*)

- 3a. Increase the cost-effectiveness of the Commission's investigative resources by ensuring that at least 90% of all investigations undertaken lead to concerns being substantiated and rectified. The number of investigations will rise from 225 in 2000–01 to 315 in 2002–03 and 2003–04.
- 3b. Sums protected by investigations to rise from £24 million to £28.6 million by 2003–04, including those that arise at the instigation of the Commission rising to £2.6 million.
- 3c. By 2003–04 identify irregularities in 6% of charities visited, and remedy 90% of irregularities within 12 months.

##### Other targets

**Public confidence:** by April 2002 the Commission will have developed a means of measuring public confidence in the integrity of charity, and will have set a target before March 2003.

## Objectives and PSA targets

- This is the second year of reporting against new performance indicators introduced in April 1999. The indicators show the Commission's effectiveness in meeting its three objectives; measuring the timeliness, outcomes and cost-effectiveness of the key activities that the Commission carries out in support of its aim.
- The key performance indicators are contained in its Public Service Agreement. Table A shows the Commission's performance against its targets to December 2000. The Commission reports its progress against these key performance indicators on a quarterly basis to the Treasury.
- The Commission has three impact indicators which it has been trialling this year. We are examining the trends and results with a view to setting targets from April 2001. The position at the end of the third quarter (December 2000) is shown in table C.
- The current indicators have been in place for nearly two years, and we will be reviewing the targets after the second full year. The aim of the review will be to ensure that the targets are both appropriate and sufficiently challenging, bearing in mind resourcing demands and the customers' needs. At this stage it seems unlikely that any target will need to be substantially changed.
- Table A shows the Commission's performance for departmental objectives and PSA targets as at the end of the third quarter (December 2000).

## Operations and PSA productivity targets

- The Commission has continued to perform strongly in relation to its Service First indicator for turnaround time on correspondence. A very creditable turnaround time has been achieved – an average of eight days against a target of fifteen days. The position at the end of the third quarter is shown in table D.
- Progress against the other seven targets is on course.
- Table B shows the Commission's performance for departmental operations as at the end of the third quarter (December 2000).

Table A Departmental objectives and PSA targets – position as at end December 2000

objective	PSA target or other measure	performance indicator	target outturn	target date	progress (Dec 2000)
To ensure that charities are able to operate for their proper purposes within an effective legal, accounting and governance framework	To provide guidance to 58% of charities which are placed on the Central Register of Charities	(1) % of successful applications which were given guidance	58%	31/3/01	53%
To ensure that charities are able to operate for their proper purposes within an effective legal, accounting and governance framework	To determine charitable status within 95 working days of the application for registration being received	(2) Turnaround time for determining charitable status (working days)	95 days	31/3/01	Currently achieving a performance around 115 days
To ensure that charities are able to operate for their proper purposes within an effective legal, accounting and governance framework	To ensure that charities are able to operate for their proper purpose by increasing the percentage of cases where legal authority exercised at Charity Commission instigation from 5% (1999/00) to 10%	(3) % of cases where legal authority exercised arose at Charity Commission instigation	10%	31/3/01	11% On course
To improve the governance, accountability, efficiency and effectiveness of charities	Improve the effectiveness of charities' operations by the Commission initiating giving substantive guidance on governance and administration in 10% of all cases where guidance is given	(4) Number of instances of guidance given on Charity Commission initiative as % of all guidance given	10%	31/3/01	11% On course
To improve the governance, accountability, efficiency and effectiveness of charities	Obtain and process accurately database forms for 88% of all charities mailed	(5) % of database entries complete and accurate	88% at year end	31/3/01	98% of database entries accurately processed
To improve the governance, accountability, efficiency and effectiveness of charities	To monitor 85% of the target group	(6) % of target group monitored	66% at third quarter	31/3/01	53% achieved. Anticipate target will be achieved by 31/3/01
To improve the governance, accountability, efficiency and effectiveness of charities	Staff cost per charity monitored should be on average £12	(7) Staff cost per charity monitored (£)	£12	31/3/01	£15.53. Anticipate position will improve as more ARs received and charities monitored
To identify and deal with abuse and poor practices	Complete at least 75% of investigations within 12 months	(8) % of investigations completed in 12 months	75%	31/3/01	78% On course

objective	PSA target or other measure	performance indicator	target outturn	target date	progress (Dec 2000)
To identify and deal with abuse and poor practices	Increase cost-effectiveness of Commission's investigative resources by ensuring that at least 90% of all investigations undertaken lead to concerns being substantiated and rectified	Number of investigation cases where irregularity corrected as % of all investigations corrected	90%	31/3/01	88% Analysis of cases in progress suggests that target will be achieved by 31/3/01
To identify and deal with abuse and poor practices	Staff cost per investigation where irregularity corrected should average £3,827	Staff cost per irregularity corrected	£3,827	31/3/01	£3,909 On course

Table B Departmental operations and PSA productivity targets – position as at end December 2000

objective	PSA target or other measure	progress (Dec 2000)
Departmental operations	Plan and meet electronic government needs in line with government targets	On course
Departmental operations	Benchmark impact indicators (table C) and implement from 01/2001	On course
Departmental operations	Ensure real efficiency gains of at least 2.5% each year over next three years	On course
Departmental operations	BQS – take forward programme in accordance with plan	On course
Departmental operations	Benchmarking single unit cost measure for operational work to establish interim figure from 04/2001 and full unit cost figure from 04/2002	On course
Departmental operations	Reduce sick absence to an annual average of 7.3 days per person by 2003	On course
Departmental operations	Develop indicators for new work arising from SR 2000 settlement	Departmental Service Delivery Agreement (SDA) now published on Commission web site

Table C Benchmarking of impact indicators – position as at end December 2000

objective	impact indicator	current achievement (Dec 2000)
To ensure that charities are able to operate for their proper purposes within an effective legal, accounting and governance framework	Resources made available for charitable use as a result of the Charity Commission exercising its legal authority	£798 million
To improve the governance, accountability, efficiency and effectiveness of charities	% of charities deriving benefit as a result of guidance given	6%
To identify and deal with abuse and poor practices	Number of reports of abuse and poor practice	466

Table D Service First standard for correspondence – position as at end December 2000

objective	PSA target or other measure	performance indicator	target outturn	target date	progress (Dec 2000)
Departmental commitment to Service First	Respond to correspondence within an average of 15 working days	15 days average to answer action items	15 days	03/2001	8 days

## Modernising government

### Policy making

- The focus for the Commission's policy work is in maintaining and enhancing an appropriate legal, fiscal and governance framework so that charities can operate efficiently and effectively.
- The Commission has continued to ensure that the meaning of charity is clearly defined in a modern context, through its Review of the Register project. This year it has published findings on 'Community Capacity Building', the 'Recreational Charities Act 1958' and the 'Maintenance of an Accurate Register'. The outcome of the first of these was a widening of the scope of charitable community development. In all cases, consultation within government, the sector and the wider public was a key feature of the decision-making process. The results of the consultations on the 'Public Character of Charity', the 'Independence of Charity from the State' and on 'Preservation and Conservation' will be published in spring 2001. A new consultation on 'Sport' was launched in December, and one on 'Museums and Galleries' is planned for spring 2001.
- The Commission improved the system of accountability for charities by publishing in October 2000 its revised 'Accounting and Reporting by Charities – Statement of Recommended Practice'. This followed extensive consultations with the sector over a two-year period. Liaison with the Accounting Standards Board and the Auditing Practices Board continues so that the position of charities is properly reflected when those bodies produce new or revised standards.
- Feedback from the sector was also an important factor in a number of other areas of policy development, including the production of a simplified but more robust registration pack and a clear re-statement of the policy on the payment of trustees.

- In the area of legislative reform the Commission has ensured that the interests of charities and their beneficiaries have been properly considered in the passing of the Trustee Act and the Freedom of Information Act. Consultation by the Company Law Review Steering Group has shown wide support for the option of a new tailor-made form of incorporation for charities with the Charity Commission as registrar. The Commission has set up an advisory group, which includes sector representatives, to help develop the proposals as a basis for further consultation. It has also responded positively in adapting to the demands of key legislation – in the case of the Human Rights Act, for example, it has developed guidance for its staff, which is also available to the sector and the public at large.

### Responsive public services

- In May 2000 the Commission published on its web site the results of an NOP customer satisfaction survey, which was undertaken among charities with which it had had contact over the last 12 months. 83% of respondents said that, overall, the Commission was doing a very good or fairly good job. 50% of respondents had approached the Commission for help, and 86% were very or fairly satisfied with the service. Of those applying for registration, however, only 63% found completing the necessary forms fairly easy or very easy, with over a quarter finding them fairly, or very, difficult to complete. (We launched a revised registration pack in November containing a clearer form and fewer documents.) Of those who asked for assistance in completing the registration forms, 88% felt the speed of response was very, or fairly, good, and 91% felt the response was also efficient. 88% of those respondents who had used the Commission's leaflets felt they were very, or fairly, good.
- The main improvements in service that customers would like to see were increased speed, greater clarity, and a more personal approach.
- An internal discussion group has been drawing up recommendations on ways of obtaining and using customer feedback. A Commissioner has been appointed consumer champion, responsible for ensuring that customers' views are taken into account when planning the Commission's work, and to report annually on how successful it has been in responding to customers' needs.

- In April 2000 a new Service First statement replaced the Commission's Citizen's Charter commitment, embracing many of its original standards but extending them in some areas to bring the Commission into line with central requirements. The statement specifies standards for dealing with correspondence and telephone calls, receiving visitors, the provision of information, and handling complaints.
- The Commission has completed a successful first year of a pilot of new procedures for dealing with complaints about its standard of service, and requests for reviews of its decisions. The new structure reflects its commitment to be open and accountable, and in particular includes an independent element in the assessment of complaints about standards of service. The Commission has also introduced structured internal procedures to deal with requests for a decision to be reviewed, whereby decisions can be reviewed at various levels up to, and including, review by Commissioners. The pilot will run until December 2001. There will be an interim and a final evaluation report.
- The Commission is currently developing a strategy for delivering information tailored to local areas about the impact of charities and their role in maintaining healthy communities, and a review of its media handling policy is looking at how other bodies assess the impact of such work.
- As part of its initiatives aimed at joined-up government, the Commission's call handling unit now has the facility to re-direct calls to a number of government departments (e.g. Customs and Excise and Inland Revenue call centres), and other organisations, such as National Council for Voluntary Organisations, without the need for callers to re-dial.

## Quality public services

- The Commission aims for excellence in all areas of its work. The outputs and targets, which support its objectives, are set out in a business plan, and form the basis of job planning and performance appraisal for individuals and teams. Internal services are monitored via Service Level Agreements. Assessment of the quality of the Commission's public services includes regular sampling of casework by managers, with cross-site quality review panels checking consistency between its three offices.
- The Commission has carried out a wide-ranging review of its services and procedures in relation to its investigation function. As a result it now, for the first time, routinely publishes reports on the outcome of inquiries. Further recommendations will be implemented during the remainder of this year.
- A programme for the conduct and monitoring of Better Quality Services (BQS) reviews has been developed. Consultation with customers and benchmarking have been key elements of the process, and it is also planned to use the Excellence Model as an evaluation tool. The Commission has completed year 1 of the programme, covering such areas as telephone helplines, and payroll, and has begun year 2 covering advice and guidance work, as well as education and outreach. It has reported to the Cabinet Office on progress up to the end of March 2000.
- The timetable for the BQS reviews is under review in the light of the spending review 2000 settlement.

## Information age government

- The Commission incorporated e-business strategy within a new IS strategy which was published in November 2000. The strategy looks forward five years and will act as the enabler for the e-government targets the Commission has to achieve. The strategy also sets out the process by which the Commission will adopt the data standards necessary to realise 'joined-up' government.
- As the first stage of the IS strategy implementation, the Commission initiated an electronic records management project. This will embrace both the need for an electronic records management system (incorporating the work of the Public Records Office Invest to Save Project) and document imaging.
- The Commission was accredited for membership of the Government secure intranet in January 2001. It is planned to have the service operational by April 2001.
- The first stage of a redeveloped intranet was delivered in October 2000. This brought together a number of diverse information sources and enabled staff to access key information from a single location. Having successfully implemented this initial stage, development will continue during 2001.
- A project to enhance the information content of the charity database on the Internet was started in late 2000. As part of this, a submission for additional funding under the CSR 2000 was submitted to HM Treasury – with the aim of seeing key charity documents digitised and made available via the Internet. It is hoped the funding will be made available from 2002/03, and the system operational by late 2003. In the meantime it is planned to increase the data available via the web site register and to extend the scope of the site to include publication of documents such as Schemes and Orders. It is hoped to have the latter available by late 2001.
- The use of BACS for both staff and supplier payments is now well established, with the majority of payments now being made electronically.
- The reorganisation of the purchasing and procurement function was completed in 2000. This centralised team now works closely with other government departments and makes use of existing framework and collaborative arrangements wherever these are available.
- The Commission has also adopted the Government Procurement Card (GPC), and this is being used on a trial basis for low value purchases. The trial has been going well, and it is anticipated that the GPC will be adopted for the majority of low value and low risk purchases during 2001.

## Public service

- The Commission was accredited as an 'Investor in People' in November 1999. It is committed to maintaining that accreditation by a process of continuous improvement in learning and development policy and procedure.
- A Vision and Values Statement for the whole Civil Service was introduced in 2000 and the Commission will be launching its own statement in the early part of 2001. The statement contains a vision of an effective charitable sector and the role of the Commission in promoting and regulating the sector. It builds upon the values articulated in the Civil Service statement and is the result of extensive consultation.
- Under the Invest to Modernise initiative, additional funds were secured for 2000–01 and 2001–02 to support Civil Service reform. This has enabled the Commission to undertake a more comprehensive range of work in this area than would otherwise have been possible, including a tailored programme to develop management and leadership skills, the introduction of 360-degree feedback for senior and middle managers, overhaul of the competency framework, action on diversity, and an annual staff attitude survey.
- The Commission's Learning and Development Policy expresses its commitment to individual and organisational learning, and sets out the responsibilities of managers and individuals. Learning objectives are agreed and monitored through the staff performance review and development process.
- Professional staff are provided with opportunities to ensure they maintain continuous development logs/involvement in programmes required by their professional bodies. The Commission is launching a comprehensive management development programme in 2001. This will be based on the Commission's new Vision and Values Statement and management values.
- A comprehensive customer service and visiting skills training programme will be introduced in 2001 to support a planned increase in visiting work.
- Following the Commission's evaluation of its current pay and grading arrangements, proposals for change in line with Civil Service reform are under negotiation with the Trade Union Side. These negotiations are expected to conclude in early 2001.
- A new performance review and development process was launched in April 2000 as part of plans to improve performance management in the Commission. This provides a framework for personal development, continual improvement in individual performance, and motivation for staff. Individual objectives have been more closely linked to business objectives. Further changes to align this with recommendations in the Bichard report will be consulted on, with the aim of introducing them in April 2001.
- The Commission is committed to developing and valuing diversity, both in its workforce and in service delivery to its customers. The aim is for diversity to be a fundamental part of the Commission's management and business objectives.
- Progress is monitored against its Diversity Action Plan. This is a two-year plan (2000–2002) and sets out actions which closely mirror the Civil Service reform agenda and action being taken through the Modernising Government initiative. Strategic priorities include raising awareness, leadership, management capability, equal opportunities and service delivery. Progress on achievements is reported bi-annually to the Board.
- The Commission has signed up to the First Division Association's Charter for Action. It has pledged its commitment to tackle ethnic issues in general in line with the Charter principles, and will take the opportunity to examine how best to deliver its business to ethnic minority customers.
- In 2000 the Commission launched new team briefing arrangements based on a monthly core brief. There is a commitment to improving internal communications and the first annual employee survey will be carried out early in 2001.

## Departmental investment strategy

- The majority of the Commission's capital expenditure is investment in IT equipment and systems. The new IS strategy has suggested adoption of a 'Strategic Partner' to take forward the development and delivery of the IS service. The selection of a partner is expected to take until early 2002.
- Once selected, the Commission would anticipate securing its IT systems and services on the basis of a 'Public Private Partnership' style relationship. This would potentially mean an end to the Commission's capital investment in IT.

## Senior Civil Service staff

- The Commission has 12 SCS staff, three of whom are part time. There are no salaries that are determined by the Permanent Secretaries Remuneration Committee.

## Recruitment practice

- The Commission maintains a high commitment to open and transparent appointment systems. Recruitment is carried out on the basis of fair and open competition and selection on merit, in accordance with the recruitment code laid down by the Civil Service Commissioners, and its processes are subject to annual internal checks.
- Limited use is made of permitted exceptions to fair and open competition and records are maintained of any appointments made on that basis. Full details are contained in table 14, which gives information from April 2000 to December 2000. No change from the trends indicated in the table is anticipated during the remainder of this financial year.

## Environment

- The Commission has a number of energy saving systems in place at each of its three main offices, including automatic light and flushing sensors. It also operates various recycling schemes for items such as toners and waste paper/cardboard, and for disposal of all its redundant IT equipment. Live plants are situated extensively throughout the offices.
- The Commission actively encourages the use of the video conferencing facility that links the three sites, which helps reduce transport demands.

## Main Estimate 2001–02

### Introduction

1. This vote provides for both the resource and capital costs of the Charity Commission for England and Wales. The Commission's role is to ensure that charities use their resources efficiently, keep faith with their trusts and add value to the community. It does this under a statutory requirement to promote the effective management, use and administration of charitable resources by determining charitable status, giving charity trustees information and advice, maintaining a computerised central register of charities and protecting those resources by investigating and remedying abuses. By providing support, regulation and monitoring of charities, the Commission seeks to improve and maintain public confidence in the integrity of charity, and by using its enabling powers, the Commission seeks to develop further the scope and effectiveness of charitable endeavour.
2. The work of the Commission is governed by statute and is largely demand-led. The Commissioners are independent in their day-to-day work, but their decisions can be challenged in the High Court. Further information on expenditure can be found in tables 1 to 12.
3. The provision sought for 2001–02 is 0.4 per cent lower than the final net provision and forecast outturn for 2000–01 of £21.8 million. It includes an award under the Civil Service Modernisation Fund of £85,000.
4. Symbols are explained in annex A.

- The London office, which was extensively refurbished two years ago, has been awarded a BREEAM Environmental Assessment Certificate with a 'Very Good' rating.
- The Commission's official Green contact is Mr Paul Broomfield (telephone 020 7674 2401).

## Publicity and advertising

- The Commission's only expenditure on publicity or advertising is for stands at conferences and events. Expenditure in this area is kept to a minimum and falls well below £1/2 million.

## Part I

	£		
<b>RfR1: Giving the public confidence in the integrity of charity</b>	<b>21,732,000</b>		
<b>Net cash requirement</b>	<b>22,229,000</b>		
Amount required in the year ending 31 March 2002 for expenditure by the Charity Commission on:			
<b>RfR1: Giving the public confidence in the integrity of charity</b>			
Administration, operational costs and associated non-cash items			
The <b>Charity Commission</b> will account for this Estimate.			
	<b>net total</b>	<b>allocated in vote on account</b>	<b>balance to complete</b>
	£	£	£
RfR1	21,732,000	9,779,400	11,952,600
Net cash requirement	22,229,000	10,003,050	12,225,950

## Main Estimate 2001–02

## Part II

Subhead detail										
resources						capital	2001–2002	2000–2001	1999–2000	
1	2	3	4	5	6	7	8	9	10	
admin	other current	grants	gross total	A-in-A	net total	capital	non-operating A-in-A	provision net total resources	outturn net total resources	
<b>RFR1: Giving the public confidence in the integrity of charity</b>										
21,752	-	-	21,752	20	21,732	1,329	-	21,812	20,634	
SPENDING IN DEPARTMENTAL EXPENDITURE LIMITS (DEL):										
<i>Central government spending</i>										
★ A: Administration 20,852 - - 20,852 20 20,832 1,329 - 20,856 20,052										
SPENDING IN ANNUALLY MANAGED EXPENDITURE (AME):										
<i>Non-cash items in AME</i>										
B: Administration 900 - - 900 - 900 - - 956 582										
<b>TOTAL</b>	<b>21,752</b>		<b>21,752</b>	<b>20</b>	<b>21,732</b>	<b>1,329</b>	<b>0</b>	<b>21,812</b>	<b>20,634</b>	

Accruals to cash adjustment -832

**Net Cash Required 22,229**

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Resource to cash reconciliation	
	£000
<b>Net Total Resources</b>	<b>21,732</b>
<b>Voted Capital Items:</b>	
Capital	1,329
Less non-operating A-in-A	-
	<b>1,329</b>
<b>Accruals to Cash Adjustments</b>	
Cost of capital changes	-93
Depreciation	-647
Other non-cash items	-32
Increase (+)/decrease (-) in stock	0
Increase (+)/decrease (-) in debtors	-50
Increase (-)/decrease (+) in creditors	150
Increase (-)/decrease (+) in provisions	-160
Excess cash to be CFERed	0
<b>Net Cash Requirement</b>	<b>-832</b> <b>22,229</b>

## Part III

In addition to appropriations-in-aid, the following income relates to the Department and is payable to the Consolidated Fund (cash receipts being shown in italics).

Extra receipts payable to the Consolidated Fund (£000)						
	2001–2002		2000–2001		1999–2000	
	income	receipts	income	receipts	income	receipts
Φ Operating income not classified as A-in-A					201	<i>279</i>
Non-operating income not classified as A-in-A	–	–	–	–	–	–
Other income not classified as A-in-A	–	–	–	–	–	–
					201	<i>279</i>

Forecast operating cost statement for the year ended 31 March 2002						
	provision 2001–2002		provision 2000–2001		outturn 1999–2000	
	£000	£000	£000	£000	£000	£000
<b>Administration costs</b>						
Voted expenditure						
Staff costs	12,249		12,249		12,250	
Other administration costs	9,503		9,583		8,407	
Gross administration costs		21,752		21,832		20,657
Operating income		–20		–20		–23
Net administration costs		<b>21,732</b>		<b>21,812</b>		<b>20,634</b>
Non-voted expenditure						
Staff costs	–		–		–	
Other administration costs	–		–		–	
Gross administration costs		–		–		–
Operating Income		–		–		–
Net administration costs		–		–		–
<b>Total Net Administration Costs</b>		<b>21,732</b>		<b>21,812</b>		<b>20,634</b>
<b>Programme Costs</b>						
Voted Expenditure						
Expenditure		–		–		–
Income		–		–		–
Net Programme Costs		–		–		–
Non-Voted Expenditure						
Expenditure		–		–		–
Income						–201
Net Programme Costs						<b>–201</b>
<b>Total Net Programme Costs</b>						<b>–201</b>
<b>Net Operating Cost</b>		<b>21,732</b>		<b>21,812</b>		<b>20,433</b>
<b>Net Resource Outturn</b>		<b>21,732</b>		<b>21,812</b>		<b>20,634</b>
<b>Resource Budget Outturn</b>		<b>21,732</b>		<b>21,812</b>		<b>20,433</b>

Forecast cash flow statement for the year ended 31 March 2002			
	2001-02 provision £000	2000-01 provision £000	1999-00 outturn £000
New cash outflow from operating activities	-20,900	-21,030	-20,202
Capital expenditure and financial investment	-1,329	-1,329	-338
Payments of amounts due to the Consolidated Fund	0	0	-201
Financing	22,229	22,359	20,819
Increase/decrease in cash in the period	0	0	78
<b>Notes to the cash flow statement</b>			
<b>Note i: Reconciliation of operating cost to operating cash flows</b>			
<b>Net Operating Cost</b>	<b>21,732</b>	<b>21,812</b>	<b>20,433</b>
Remove non-cash transactions	-932	-988	-402
Adjust for movements in working capital other than cash	100	100	57
Use of provisions	0	-106	114
<b>Net cash outflow from operating activities</b>	<b>20,900</b>	<b>21,030</b>	<b>20,202</b>
<b>Note ii: Analysis of capital expenditure and financial investment</b>			
Tangible fixed asset additions	1,329	1,329	338
<b>Net cash outflow for capital expenditure and financial investment</b>	<b>1,329</b>	<b>1,329</b>	<b>338</b>
<b>Note iii: Analysis of financing and reconciliation to the net cash requirement</b>			
From Consolidated Fund (Supply)	22,229	22,359	20,819
Increase(-)/decrease(+) in cash	-	-	-
CFERs received but not paid over	-	-	-
<b>Net cash requirement</b>	<b>22,229</b>	<b>22,359</b>	<b>20,819</b>

Forecast reconciliation of net operating cost to net resource outturn and resource budget outturn Main estimate for the year ended 31 March 2002			
	2001-02 £000	2000-01 £000	1999-00 £000
<b>Net resource outturn</b>	<b>21,732</b>	<b>21,812</b>	<b>20,634</b>
Add Consolidated Fund extra receipts in the OCS	-	-	-201
<b>Net operating cost</b>	<b>21,732</b>	<b>21,812</b>	<b>20,433</b>
<b>Resource budget outturn</b>	<b>21,732</b>	<b>21,812</b>	<b>20,433</b>
Of which:			
Departmental Expenditure Limit (DEL)	20,832	20,856	19,851
Annually Managed Expenditure (AME)	900	956	582

## Explanation of Accounting Officer's responsibilities

The Treasury has appointed the Chief Commissioner of the Charity Commission, John Stoker, as Accounting Officer of the Commission with responsibility for preparing the Commission's Estimate.

The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which an Accounting Officer is answerable, for keeping proper records and for safeguarding the Commission's assets, are set out in the Accounting Officer's Memorandum issued by the Treasury and published in *Government Accounting*.

## Notes to the Main Estimate

1 Analysis of operating and non-operating appropriations-in-aid			
	2001-02 provision £000	2000-01 provision £000	1999-00 outturn £000
Operating A-in-A: sales	20	20	23
Non-Operating A-in-A	-	-	-
	20	20	23

*Amount that may be applied as appropriations-in-aid in addition to the total, arising from sales of copies of documents etc.*

2 DEL and administration cost limits
The Charity Commission DEL for 2001-02 is £22,161 million. The administration costs limit for the year is £20,852 million.

## Annex A: Symbols used in the Main Estimate

### Public expenditure:

- ★ A section of an Estimate which contains discretionary expenditure.
- Φ Income receipts which are classified as negative DEL or negative DEL in respect of income from capital receipts including asset sales and which are, exceptionally, surrendered to the Consolidated Fund as extra receipts rather than taken onto the Estimate as appropriations-in-aid.
- # Represents cash amounts less than £1/2 million.

Table 1 Resources plans summary table						Emillion
	outturn		estimated outturn		Plans	
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
<b>Total spending in DEL</b>	<b>21</b>	<b>20</b>	<b>22</b>	<b>22</b>	<b>26</b>	<b>27</b>
<b>Total spending in AME</b>	<b>#</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<i>of which:</i>						
<i>non-cash AME</i>	#	1	1	1	1	1
<b>Consumption – the resource budget</b>						
<b>Resource DEL</b>	<b>19</b>	<b>20</b>	<b>21</b>	<b>21</b>	<b>25</b>	<b>26</b>
<b>Resource AME</b>	<b>#</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<i>of which:</i>						
<i>non-cash items in resource AME</i>	#	1	1	1	1	1
<b>Total Resource Budget</b>	<b>20</b>	<b>21</b>	<b>22</b>	<b>22</b>	<b>26</b>	<b>27</b>
Adjustment to reach operating costs						
<b>Net Operating Costs</b>	<b>20</b>	<b>20</b>	<b>22</b>	<b>22</b>	<b>26</b>	<b>27</b>
Adjustment to reach voted total	#	#	0	0	0	0
<b>Net Total Resources (voted)</b>	<b>20</b>	<b>21</b>	<b>22</b>	<b>22</b>	<b>26</b>	<b>27</b>
<b>Investment – the capital budget</b>						
<b>Capital DEL</b>	<b>1</b>	<b>#</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Total capital budget</b>	<b>1</b>	<b>#</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
Adjustment to reach voted capital	0	0	0	0	0	0
<b>Net capital expenditure (voted)</b>	<b>1</b>	<b>#</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

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Table 2 Net voted cash requirement						Emillion
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Net total resources (voted)	20	21	22	22	26	27
Net capital expenditure (voted)	1	#	1	1	1	1
adjust for non-cash transaction	(#)	(#)	(1)	(1)	(1)	(1)
adjust for movements in working capital	(#)	(#)	(#)	(#)	(#)	(#)
adjust for transfers from provision	(#)	#	(#)	(#)	(#)	(#)
excess cash to be CFERed	#	#	0	0	0	0
<b>Net Cash Required</b>	<b>21</b>	<b>21</b>	<b>22</b>	<b>22</b>	<b>26</b>	<b>27</b>

Table 3 Total capital employed by department						Emillion
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
<b>Net assets/liabilities</b>						
Within the departmental account	1	#	1	1	1	1
Investment outside accounting boundary	0	0	0	0	0	0
<b>Total Capital Employed</b>	<b>1</b>	<b>#</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

# Represents amounts under £0.5 million.

Table 4 Consumption – analysis of resource budget spending plans						£million
	outturn		estimated outturn		Plans	
	1998–99	1999–00	2000–01	2001–02	2002–03	2003–04
<b>Resource Budget</b>						
<b>Departmental Expenditure Limits (DEL)</b>						
RfR 1: Giving the public confidence in the integrity of charity						
Administration	19	20	21	21	25	26
Total RfR 1	19	20	21	21	25	26
Non-voted expenditure						
Provisions	(#)	(#)	(#)	0	0	0
<b>Total DEL</b>	<b>19</b>	<b>20</b>	<b>21</b>	<b>21</b>	<b>25</b>	<b>26</b>
<i>of which:</i>						
Voted	19	20	21	21	25	26
Non-voted	(#)	(#)	(#)	0	0	0
<b>Annually Managed Expenditure (AME)</b>						
RfR 1: Giving the public confidence in the integrity of charity						
Administration	#	1	1	1	1	1
Total RfR 1	#	1	1	1	1	1
Non-voted expenditure						
Use of provisions	(#)	(#)	(#)	0	0	0
<b>Total AME</b>	<b>#</b>	<b>(#)</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<i>of which:</i>						
Central government spending	#	#	1	1	1	1
Voted	#	1	1	1	1	1
Non-voted	(#)	(#)	(#)	0	0	0
<i>of which non cash items in AME:</i>						
<i>of which:</i>						
Depreciation	#	#	1	1	1	1
Cost of Capital Charges	#	#	#	#	#	#
Changes in Provisions and Other Charges	#	(#)	#	#	#	#

Table 5 Consumption – analysis of resource budget spending plans						£million
	outturn		estimated outturn		Plans	
	1998–99	1999–00	2000–01	2001–02	2002–03	2003–04
<b>Capital Budget</b>						
<b>Departmental Expenditure Limits (DEL)</b>						
RfR 1: Giving the public confidence in the integrity of charity						
Administration	1	#	1	1	1	1
Total RfR 1	1	#	1	1	1	1
<b>Total spending in DEL</b>	<b>1</b>	<b>#</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<i>of which:</i>						
Central government spending	1	#	1	1	1	1
<i>of which:</i>						
Voted	1	#	1	1	1	1
Non-voted						

# Represents amounts under £0.5 million.

Table 6 Reconciliation of resource expenditure between accounts, Estimates and budgets						£million
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
<b>Net Resource Outturn (Estimates)</b>	<b>20</b>	<b>21</b>	<b>22</b>	<b>22</b>	<b>26</b>	<b>27</b>
<i>Adjustments for:</i>						
Consolidated Fund Extra Receipts in the OCS	(#)	(#)	0	0	0	0
<b>Net Operating Cost (Accounts)</b>	<b>20</b>	<b>20</b>	<b>22</b>	<b>22</b>	<b>26</b>	<b>27</b>
<b>Resource Budget Outturn (budget)</b>	<b>20</b>	<b>20</b>	<b>22</b>	<b>22</b>	<b>26</b>	<b>27</b>
<i>of which:</i>						
Department Expenditure Limits (DEL)	19	20	21	21	25	26
<i>of which:</i>						
Annually Managed Expenditure (AME)	#	1	1	1	1	1

Table 7 Reconciliation of capital expenditure between accounts, Estimates and budgets						£million
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
<b>Net Voted Capital Outturn (Estimates)</b>	<b>1</b>	<b>#</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Capital Budget Outturn (budget)</b>	<b>1</b>	<b>#</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<i>of which:</i>						
Department Expenditure Limits (DEL)	1	#	1	1	1	1
<i>of which:</i>						
Annually Managed Expenditure (AME)	0	0	0	0	0	0

Table 8 Not applicable

Table 9 Administration costs						£million
	outturn 1998-99	1999-00	estimate 2000-01	2001-02	plans 2002-03	2003-04
Gross Administration Costs						
Paybill	12	12	12			
Other	8	8	9			
Total Administration Costs	19	20	21	21	25	26
Related receipts						
Net expenditure	19	20	21	21	25	26
Gross administration costs limits (2001-02 only)			21			

# Represents amounts under £0.5 million.

Table 10 Staff numbers

	actual 1995-96	actual 1996-97	actual 1997-98	actual 1998-99	actual 1999-00	estimated outturn 2000-01	plans 2001-02	plans 2002-03	plans 2003-04
Civil Service FTEs	518	533	523	504	536	501	515	540	548
Casuals	57	44	21	21	38	24	15	10	10
Overtime	10	6	5	3	3	4	3	3	3
<b>Total</b>	<b>585</b>	<b>583</b>	<b>549</b>	<b>528</b>	<b>547</b>	<b>529</b>	<b>533</b>	<b>553</b>	<b>561</b>

Table 11 Cash Plans 1995-96 to 2001-01

£million

	1995-96 outturn	1996-97 outturn	1997-98 outturn	1998-99 outturn	1999-00 outturn	2000-01 estimated
<b>DEPARTMENTAL EXPENDITURE LIMITS</b>						
Current Budget						
Records and Regulations	21	20	20	20	20	21
Non-voted expenditure	(1)					
Capital Budget						
Capital Budget						
Records and Registrations	1	1	1	1	1	1
<b>Total Spending in DEL</b>	<b>22</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>22</b>

Table 12 Departmental expenditure limits and annually managed expenditure cash to resource reconciliations 1998-99 to 2000-01

£million

	1998-99 outturn	1999-00 outturn	2000-01 estimated
<b>DEL Current budget – cash</b>	<b>20</b>	<b>20</b>	<b>21</b>
Timing adjustments	(#)	#	(#)
<b>Resource budget DEL</b>	<b>19</b>	<b>20</b>	<b>21</b>
<b>DEL Capital budget – cash</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Capital budget DEL</b>	<b>1</b>	<b>#</b>	<b>1</b>
<b>Total DEL under cash</b>	<b>21</b>	<b>22</b>	<b>22</b>
<b>Total DEL under RAB</b>	<b>20</b>	<b>22</b>	<b>22</b>
<b>AME current budget – cash</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Resource Budget departmental AME</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Non-cash items in Resource AME</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Total AME under cash</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total AME under RAB</b>	<b>1</b>	<b>1</b>	<b>1</b>

# Represents amounts under £0.5 million.

pay band	no. of staff
Under £45,000	3*
£45,000–£49,999	0
£50,000–£54,999	1
£55,000–£59,999	1
£60,000–£64,999	2
£65,000–£69,999	0
£70,000–£74,999	2
£75,000–£79,999	2
£80,000–£84,999	1

\* Part-time.

pay band	total number of appointments	permitted exceptions to fair and open competition	number of female staff	staff of ethnic minority origin	staff with disability
1	18	6	8	1	0
2	30	5	22	5	0
3	15	4	11	3	0
4	2	0	0	1	0
5	1	0	1	0	0
6a – SCS	3	0	1	0	0
<b>Total</b>	<b>69</b>	<b>15</b>	<b>43</b>	<b>10</b>	<b>0</b>

Permitted exceptions include four New Deal appointments, three work placements and eight short-term casual appointments.

Data on ethnic origin is given on a voluntary basis and the return rate is approximately 96%.

# perceptor<sup>△</sup>

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**Stopping traffic: exploring the extent of and responses to trafficking in women for sexual exploitation in the UK.** Liz Kelly and Linda Regan. Home Office, 2000. (Police Research Series paper 125.) ISBN 1840824662.

**Where are they now?: an evaluation of sex offender registration in England and Wales.** Home Office, 2000. (Police Research Series paper 126.) ISBN 1840824689.

**Profiling populations available for stops and searches.** Joel Miller. Home Office, 2000. (Police Research Series paper 131.) ISBN 1840825383.

**Managing the use and impact of searches: a review of force interventions.** Home Office, 2000. (Police Research Series paper 132.) ISBN 1840825391.

### Police scientific development branch

**Crime prevention: innovation and development.** Home Office, 2000. (PSDB 8/00.)

### Policing and reducing crime unit

## Statistics

**Review of crime statistics: a discussion document.** Home Office, 2000. Available from RDS, Rm 201, QAG, tel. 020 7273 2084.

**Statistics of mentally disordered offenders in England and Wales 1998.** Home office, 2000.

**Victim and witness intimidation: findings from the British Crime Survey.** Home Office, 2000. ISBN 1840824700.

**Victim and witness intimidation: key findings from the British Crime Survey.** Roger Tarling, Lizanne Dowds and Tracey Budd. Issued by RDS. Home Office, 2000.

**Victim support: findings from the 1998 British Crime Survey.** Home Office, 2000.

### Home Office statistical bulletins

**Projections of long-term trends in the prison population to 2007.** Philip White and Christopher Cullin. Home Office Statistical Bulletin issue 2/00. Home Office, 2000.

**Drug seizure and offender statistics, United Kingdom, 1998: area tables.** John Martin. Home Office Statistical Bulletin issue 3/00. Home Office, 2000.

**International comparisons of criminal justice statistics.** Gordon C. Barclay and Cynthia Tavares. Home Office Statistical Bulletin issue 4/00. Home Office, 2000.

**Statistics on the operation of prevention of terrorism legislation: Great Britain 1999.** Home Office Statistical Bulletin issue 5/00. Home Office, 2000. ISSN 1358510x.

**Review of comparative costs and performance of privately and publicly operated prisons 1998–99.** Home Office Statistical Bulletin issue 6/00. Home Office, 2000.

**European parliamentary election expenses: United Kingdom 1999.** Richard Allen. Home Office Statistical Bulletin 16/00. Home Office, 2000.

## Videos

**Race equality: reflection for action.** Issued by Prob Unit, Bristol. Home Office, 2000. *Available from Lynda Hudson, Probation Unit, 49 High Street, Westbury on Trym, Bristol BS9 3ED tel/fax 0117 959 1069.*

# Glossary of terms

<b>AAU</b>	Audit and Assurance Unit
<b>ACU</b>	Active Community Unit
<b>ACPO</b>	Association of Chief Police Officers
<b>AFU</b>	Accounting and Finance Unit
<b>AME</b>	Annually Managed Expenditure
<b>BCS</b>	British Crime Survey
<b>BREEM</b>	Building Research Establishment Environmental Assessment Method
<b>BV</b>	Best Value – A programme to secure continuous improvement to public service having regard to a combination of economy, efficiency and effectiveness
<b>CARATs</b>	Counselling, Assessment, Referral, Advice and Throughcare services
<b>CCPD</b>	Constitutional and Community Policy Directorate
<b>CCRC</b>	Criminal Cases Review Commission
<b>CFERs</b>	Consolidated Fund Extra Receipt
<b>CICS</b>	Criminal Injuries Compensation Scheme
<b>CICA/ B/AP</b>	Criminal Injuries Compensation Authority/Board/Appeals Panel
<b>CJS</b>	Criminal Justice System
<b>CPS</b>	Crown Prosecution Service
<b>CRP</b>	Crime Reduction Programme
<b>CSR</b>	Comprehensive Spending Review
<b>DAT</b>	Drug Action Team
<b>DEL</b>	Departmental Expenditure Limit
<b>DETR</b>	Department of the Environment, Transport & The Regions
<b>DfEE</b>	Department for Education & Employment
<b>DPAS</b>	Drugs Prevention Advisory Service
<b>DSPD</b>	Dangerous and Severe Personality Disorder
<b>EPD</b>	Emergency Planning Department
<b>EU</b>	European Union
<b>FCO</b>	Foreign & Commonwealth Office
<b>FEPD</b>	Fire and Emergency Planning Directorate
<b>FPU</b>	Family Policy Unit
<b>FSS</b>	Forensic Science Service
<b>GSI</b>	Government Secure Intranet
<b>HH</b>	Horseferry House
<b>HMCE</b>	HM Customs & Excise
<b>HMIC</b>	Her Majesty's Inspectorate of Constabulary
<b>HMT</b>	Her Majesty's Treasury
<b>HO</b>	Home Office
<b>HOMB</b>	Home Office Management Board
<b>HOCLAS</b>	Home Office Central London Accommodation Strategy
<b>HR</b>	Human Resources

<b>Glidewell</b>	Recommendations made in the Glidewell Report on the Crown Prosecution Service
<b>IBIS</b>	Integrated Business and Information Systems
<b>IND</b>	Immigration and Nationality Directorate
<b>ISC</b>	Intelligence and Security Committee
<b>KPI</b>	Key Performance Indicator
<b>LCD</b>	Lord Chancellor's Department
<b>MLA</b>	Mutual Legal Aid
<b>NAFIS</b>	National Automated Fingerprint Identification System
<b>NAO</b>	National Audit Office
<b>Narey Report</b>	Report on The Review of Delays in the Criminal Justice System
<b>NATO</b>	North Atlantic Treaty Organisation
<b>NCFSC</b>	National Community Fire Safety Centre
<b>NCIS</b>	National Criminal Intelligence Service
<b>NCS</b>	National Crime Squad
<b>NDPB</b>	Non Departmental Public Body
<b>NGO</b>	Non Government Organisation
<b>NSPIS</b>	National Strategy for Police Information Systems
<b>NTAC</b>	National Technical Assistance Centre
<b>ODPC</b>	Office of the Data Protection Commissioner
<b>OICD</b>	Organised and International Crime Directorate
<b>OPA</b>	Output and Performance Analysis
<b>PADR</b>	Performance and Development Review
<b>PFI</b>	Private Finance Initiative
<b>PITO</b>	Police Information Technology Organisation
<b>PPP</b>	Public Private Partnership
<b>PSA</b>	Public Service Agreement
<b>PSDB</b>	Police Scientific Development Branch
<b>PSRCP</b>	Public Safety Radio Communication Project
<b>Q1, Q2 etc</b>	Monitoring quarter 1, 2 etc
<b>RAB</b>	Resource Accounting and Budgeting
<b>RBI</b>	Reduction of Burglary Initiative
<b>R&amp;D</b>	Research & Development
<b>RDS</b>	Research Development and Statistics Directorate
<b>RIP</b>	Regulation of Investigatory Powers Act 2000
<b>SCS</b>	Senior Civil Service
<b>SOU</b>	Sentencing and Offences Unit
<b>SPG</b>	Strategic Planning Group for the Criminal Justice System
<b>UK</b>	United Kingdom
<b>UKADCUC</b>	UK Anti-Drugs Co-ordination Unit
<b>US</b>	United States
<b>VFM</b>	Value for Money
<b>YJB</b>	Youth Justice Board

# Useful web links

[www.homeoffice.gov.uk](http://www.homeoffice.gov.uk)

[www.ukpa.gov.uk](http://www.ukpa.gov.uk)

[www.ind.homeoffice.gov.uk](http://www.ind.homeoffice.gov.uk)

[www.crimereduction.gov.uk](http://www.crimereduction.gov.uk)

[www.police.uk](http://www.police.uk)

[www.criminal-justice-system.gov.uk](http://www.criminal-justice-system.gov.uk)

[www.hmprisons.gov.uk](http://www.hmprisons.gov.uk)

[www.forensic.gov.uk](http://www.forensic.gov.uk)

[www.activecommunity.org.uk](http://www.activecommunity.org.uk)

[www.homeoffice.gov.uk/hract/hrafaqs.htm](http://www.homeoffice.gov.uk/hract/hrafaqs.htm)  
(frequently asked questions about the Human Rights Act)

[www.fireservicecollege.ac.uk](http://www.fireservicecollege.ac.uk)