



HOME OFFICE DEPARTMENTAL REPORT 2004

This document is part of a series of Departmental Reports (Cm 6202 to 6231) which, along with the Main Estimates, the document Public Expenditure: Statistical Analyses 2003-04, and the Supply Estimates 2003-04: Supplementary Budgetary Information, present the Government's Expenditure Plans for 2003-2006.

The complete series is also available as a set at a discounted price.



Home Office Departmental Report 2004

Presented to Parliament by the Secretary of State for
the Home Department and the Chief Secretary to the
Treasury by Command of Her Majesty April 2004

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Foreword by David Blunkett

The Home Office is responsible for the issues that touch people's everyday lives. All our work from policing to asylum to the criminal justice system or terrorism matters to communities and to the ability of people to live in security and prosperity.

That is why this Annual Report is so encouraging. It shows clear progress across the board in the Home Office's work, demonstrating our role in building the right foundations for the type of society we want to belong to. That responsibility is considerable, but so is the progress we have already made as we grasp the opportunities for further improvement.

In tackling crime, investing in police, reforming our asylum and immigration processes, developing drug treatment, overhauling the criminal justice system and fighting terrorism, we are playing our part in taking on the problems of the modern world and preparing Britain for the future.

This annual report shows a Home Office which is reforming and changing to meet its part in these challenges. The last year in particular has been a time of further reform within the department as we have made major improvements in the way we work with each other, develop and encourage talent and relate effectively to our partners and the public. This process has to continue if we are to continue to develop the Home Office as a 21st century Government department which is efficient, effective and outward facing, to build the capacity and leadership we need to forge strong, dynamic communities.

This report makes clear the difference that substantial investment, matched by tough reforms have delivered results. We have a record number of police officers on the streets of our communities, meaning more crimes are being tackled, more offences are being brought to justice and people are less likely to be a victim of crime. Thanks to the investment in asylum caseworkers and immigration officers, we have halved asylum claims and removed more failed asylum seekers and illegal immigrants than ever before. Because of our sustained investment in the correctional services, reoffending is continuing to fall, prisons are more secure and more prisoners are getting basic skills and vocational qualifications.

These are achievements that hard working and dedicated Home Office staff can be proud of. I want to thank them and those who work with us in communities up and down the country for helping us make so much progress over the last few years.

Our task for the year ahead is to build on this progress and ensure we do more. On crime, we must take forward the second stage of our police reform programme to help develop more local accountability and power for local police areas. On asylum and immigration, we must continue the progress we have made, implement the asylum reforms currently before Parliament and continue to ensure our immigration system is not being abused. Just as importantly, we face the challenge of building two new institutions to take forward our work on organised crime and correctional services. The Serious and Organised Crime Agency (SOCA) will play a major role in enhancing the UK's response to the organised criminality which is a growing problem in our world. The National Offender Management Service (NOMS) will bring together the prison and probation services into one offender-focused organisation which can deal more effectively with



offenders throughout the system, ensuring we continue to reduce reoffending.

These continue to be challenging times for the Home Office and those we work with. Our path is clear. We must ensure the progress we have already made is sustained and consolidated. We must embrace further reform to ensure the continued extra investment delivers results. But we must also do everything we can to encourage and develop active communities; the more we can do as a department to enable people to become active, committed citizens, the stronger our society grows. Central Government cannot and should not do everything. That is why I know readers of this report share my determination to help people and their communities grow with the support and help of a modern, reforming Home Office.

A handwritten signature in black ink that reads "David Blunkett". The signature is written in a cursive, slightly slanted style.

DAVID BLUNKETT

Foreword by the Permanent Secretary – John Gieve

This Home Office annual report sets out what the Home Office has delivered in the last twelve months. It shows how we have worked with our delivery partners in the public, private and voluntary sectors and with people in the community and highlights some of the ways we have made a difference to people's lives.

The Home Office has been set very challenging objectives for changing social behaviour and attitudes on crime, organised crime and counter-terrorism, drugs, criminal justice, correctional services, asylum and immigration, race and building strong communities. Since 2001 we have been taking forward a programme of reform in all these areas and changing the Home Office itself to focus on delivery.

We now have record police numbers and a growing number of community support officers (138,155 and 3,346 at December 2003 respectively). This has contributed to our reducing crime by 25% since 1997 and ensuring that the chance of being a victim of crime is at the lowest for over 20 years.

Despite these positive statistics too many people, especially the vulnerable and those living in deprived communities, live in fear of crime. We have launched the TOGETHER campaign to tackle anti-social behaviour and disorder, and put in place programmes to turn people away from crime by reducing the availability of drugs.

Education and self help is also an important feature of our work to tackle drug abuse. There have been over one million visits to the FRANK web site following the launch of the communication campaign in 2003. We have also played a crucial role in directing offenders who are drug users into early intervention and treatment by working with the police and probation services.

We are continuing our reform of the criminal justice system so that more offenders are caught, punished and stop offending. Our work in the last twelve months has focused on driving up performance through national and local criminal justice boards, providing more support to victims and witnesses and more joined up working across the criminal justice agencies. As a result of these and many other initiatives for the year to November 2003 1,096,399 offences were brought to justice and fewer trials failed.

Stopping re-offending and securing public confidence in the effectiveness of justice has been the focus of our work in the correctional services (prison and probation services). Despite a high prison population putting pressure on the system there have been few escapes (0.07%) and none of category A prisoners. Close working with other government departments has enabled us to make great strides forward with rehabilitation and education. Offenders in prison and under supervision of the probation service obtained 50 thousand qualifications in basic skills, often making them employable for the first time and in the first 9 months of the year 21,919 prisoners entered employment, education and training on release, up 66% on the previous year.

We have been making progress to deliver a balanced approach to asylum and immigration, welcoming those who come here legally and taking tough action with those who are illegal immigrants and abuse our systems. We have met our commitment to halve the number of new asylum claims from 8,770 in October 2002 to 4,225 in September last year. They have continued falling, to 3,535 in December. We have continued to strengthen our borders through the introduction of new technology, (gamma scanning and biometrics, and development of



juxtaposed immigration controls in France and Belgium). We have now embarked on a thorough check of all our managed migration schemes to ensure that they are not being abused.

Protecting national security and combating terrorism continues to be a high priority and has key linkages with tackling organised and international crime. We have introduced new legislation to strengthen the powers available to our delivery partners – the Anti-Terrorist, Crime and Security Act, Criminal Justice Act and Extradition Act. And we have tested and enhanced our preparedness to deal with potential terrorist attacks through counter-terrorist exercises with security and emergency services.

We have also been continuing our departmental reform programme – Working in 3D – to create an organisation that focuses on delivering results in communities across the country. During the year there were two additions to the Group Executive Board. The appointment of John Marsh to the position of Group Human Resources and Change and Helen Edwards with responsibility for the Communities Group establishes the importance of these areas of our work to the future development of the Home Office. The establishment of the National Offender Management Service with Martin Narey as chief executive is a radical reform which will bring prisons and probation together into an integrated offender management service with the aim of better protecting the public and reducing re-offending.

In the past year the departmental reform programme has strengthened the link between people who work in our headquarters function and our frontline delivery through the introduction of the out of office experience scheme. It has also ensured that people working with and for the Home Office are able to put forward ideas to tackle bureaucracy and improve efficiency.

The investment in corporate services that started in 2001-02 has seen two major projects continue towards implementation in 2004 and 2005, Adelphi, the new finance, HR and procurement system and the new headquarters building respectively.

This report makes reference to some of the future challenges that we have identified in developing our strategic plan for the next five years and how we will start to address these by:

- continuing our programme of public service reform;
- streamlining our headquarters and being more efficient;
- becoming more professional and using technology;
- simplifying and improving our relationships with our partners;

I am grateful to all those people who work for and with the Home Office for the drive, determination, passion and commitment they have shown over the past year. Without them none of this would be possible, together we can be proud of what we have achieved.



John Gieve
Permanent Secretary for the Home Office

Performance Summary

AIM 1: To reduce crime and the fear of crime, tackle youth crime and violent, sexual and drug-related crime, anti-social behaviour and disorder, increasing safety in the home and public spaces.

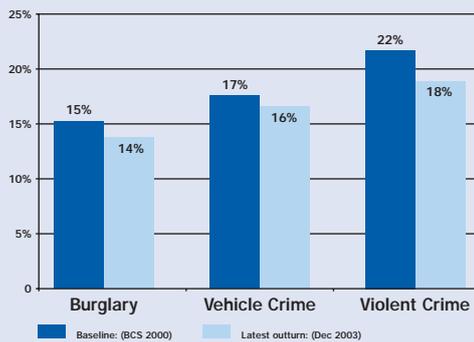
Target

PSA 1: Reduce crime and the fear of crime; improve performance overall, including by reducing the gap between the highest crime Crime and Disorder Reduction Partnership areas and the best comparable areas; and reduce:

- vehicle crime by 30% from 1998-99 to 2004;
- domestic burglary by 25% from 1998-99 to 2005;
- robbery in the ten Street Crime Initiative areas by 14% from 1999-00 to 2005; and maintain that level.

CONTRIBUTES TO CJS PSA

Fear of Crime - on course



Latest Outturn

Overall Crime - on course

Baseline: (BCS 2002) **12,563,000**
 (Interviews in year to December 03) **12,079,000**

Vehicle Crime - on course

Baseline: (BCS 2000) **2,942,000**
 Latest outturn: (December 2003) **2,263,000**

Burglary - on course

Baseline: (BCS 2000) **1,261,000**
 Latest outturn: (December 2003) **949,000**

Robbery - performance improving

The Government launched the street crime initiative in March 2002. There was a 17% reduction in the 10 Street Crime areas in 2002-03, compared with 2001-02. Further substantial reductions have been made in 2003-04, with publication in July.

PSA 2: Improve the performance of all police forces, and significantly reduce the performance gap between the best and worst performing forces; and significantly increase the proportion of time spent on frontline duties.

Police performance - on course

Police performance improved overall in the year ending March 2003, compared to the year ending March 2002. 2003-04 data to be published in the autumn.

13 forces are required to close a performance gap.

Frontline policing - too early to assess

Early returns during spring 2004 indicated that the proportion of time on front line duties by police officers in England and Wales was around 61%.

AIM 2: To reduce organised and international crime including trafficking in drugs, people and weapons and to combat terrorism and other threats to national security, in co-operation with EU partners and the wider international community.

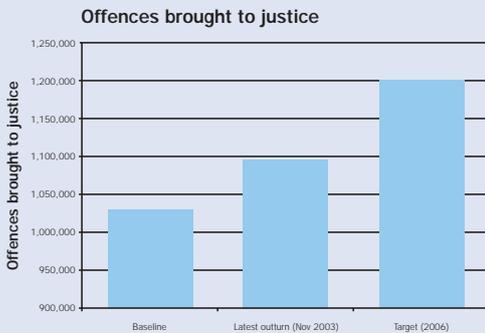
The prevention of acts of terrorism and disruption of organised crime remain key objectives in their own right and contribute to our aims of reducing crime and the fear of crime.

AIM 3: To ensure the effective delivery of justice, avoiding unnecessary delay, through efficient investigation, detection, prosecution and court procedures. To minimise the threat to and intimidation of witnesses and to engage with and support victims

Target

PSA 3: Improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice to 1.2million by 2005-06; with an improvement in all CJS areas, a greater increase in the worst performing areas and a reduction in the proportion of ineffective trials.

CONTRIBUTES TO CJS PSA



Work to redefine the offences which constitute the target may make it more difficult to achieve.

Latest Outturn

Offences brought to justice - on course

Latest Outturn: (Nov 03 provisional) **1,096,000**
Target (March 06) **1,200,000**

Improvement in all CJS areas - on course

39 of the 42 Criminal Justice Areas have increased the number of offences they have brought to justice compared to the baseline year.

Proportion of ineffective trials - performance improving

Crown courts baseline	24%
Latest outturn (January 2004)	18.8%
Magistrates courts baseline	31%
Latest outturn (January 2004)	29%

PSA 4: Improve the level of public confidence in the Criminal Justice System, including increasing that of ethnic minority communities, and increasing year on year the satisfaction of victims and witnesses, whilst respecting the rights of defendants.

CONTRIBUTING TO CJS PSA

Public confidence in the CJS and the satisfaction of victims with the Police are measured using the British Crime Survey

Confidence in the CJS - on course

Baseline (BCS 2003) **39%**
Latest outturn (December 2003) **40%**

Ethnic minority communities confidence in CJS - on course

Baseline (BCS 2002/03) **49%**
Latest outturn (December 2003) **53%**

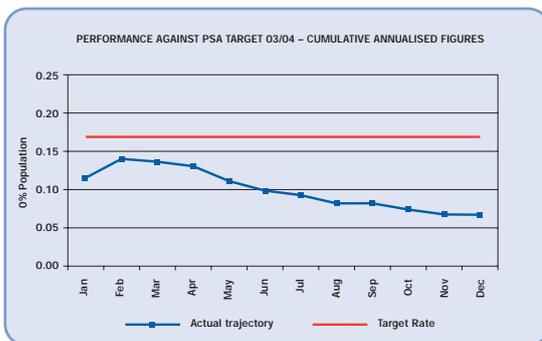
AIM 4: To deliver effective custodial and community sentences to reduce re-offending and protect the public, through the prison and probation services in partnership with the Youth Justice Board.

Target

PSA 5: Protect the public and reduce reoffending by 5%.

- for young offenders;
- for both adults sentenced to imprisonment and adults sentenced to community sentences; and
- maintain the current low rate of prisoner escapes, including Category A escapes.

CONTRIBUTES TO CJS PSA



Latest Outturn

Young offenders - on course. Latest performance in 2001 showed a 22% reduction in reconvictions compared to the 1997 baseline. Data on the new baseline year of 2000 and the 2001 outturn is currently being analysed.

Adults - on course. Baseline is Q1 2000, data for which is not yet available. Data for earlier periods indicate that reconviction rates have been falling.

Escapes - on course. The rate is 0.07% of the population, well within the PSA target of 0.17% and there were no Category A escapes.

AIM 5:

To reduce the availability and abuse of dangerous drugs, building a coherent, co-ordinated drugs strategy covering education and prevention, supply and misuse. To focus on effective intelligence and detection, preventative measures at local level, community regeneration and – with other relevant Departments and agencies – the provision of necessary treatment and rehabilitation services. To reduce the incidence of drugs in prisons and provide appropriate follow-up and remedial services.

Target

PSA 6: Reduce the harm caused by drugs by:

- reducing the use of Class A drugs and the frequent use of any illicit drug among all young people under the age of 25 especially by the most vulnerable young people;
- reduce drug related crime, including as measured by the proportion of offenders testing positive at arrest.

CONTRIBUTES TO ACTION AGAINST ILLEGAL DRUGS PSA

Latest Outturn

Class A drug use amongst young people - broadly stable

Baseline (BCS 1998)	8.6%
Outturn (BCS 2002/03)	8.2%

Drugs related crime - too early to assess

Figures from the Offenders' Index, used as an interim proxy, show a reduction of 2% in the volume of drug-related acquisitive crime convictions for the year to June 2003, compared to the previous year.

AIM 6:

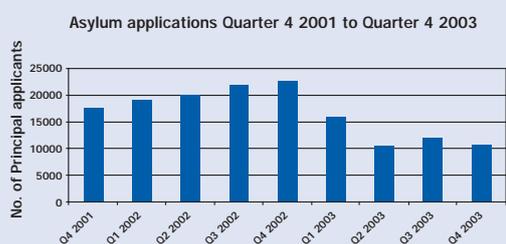
To regulate entry to and settlement in the UK effectively in the interests of sustainable growth and social inclusion. To provide an efficient and effective work permit system to meet economic and skills requirements, and fair and fast effective programmes for dealing with visitors, citizenship and long term immigration applications and those seeking refuge and asylum. To facilitate travel by UK citizens.

Target

PSA 7: Focus the asylum system on those genuinely fleeing persecution by taking speedy, high quality decisions and reducing significantly unfounded asylum claims, including by:

- fast turnaround of manifestly unfounded cases;
- ensuring by 2004 that 75% of substantive asylum applications are decided within 2 months; and that a proportion (to be determined) including final appeal, are decided within 6 months
- enforcing the immigration laws more effectively by removing a greater proportion of failed asylum-seekers.

CONTRIBUTES TO JOINT TARGET WITH DCA

**Latest Outturn****Unfounded asylum claims - achieved**

The number of new claims has reduced from 8,770 (October 2002) to 4,225 (September 2003).

Fast turn-around - early progress but target is challenging: Data to be published in the quarterly asylum statistics.

Decisions within two months - on course: 80% (April to September 2003)

Decisions within six months - on course: We are on track to decide the majority within 6 months

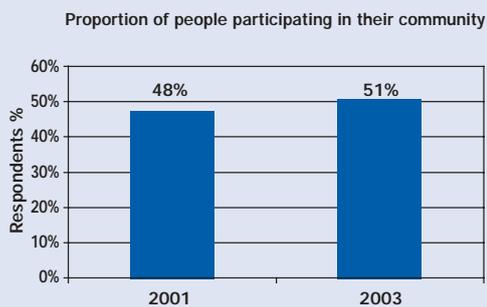
Removals - on course: 17,040 failed asylum seekers (including dependents) were removed in 2003 compared with 13,910 in 2002.

AIM 7:

To support strong and active communities in which people of all races and backgrounds are valued and participate on equal terms by developing social policy to build a fair, prosperous and cohesive society, in which everyone has a stake. To work with other Departments and local government agencies and community groups to regenerate neighbourhoods; to support families; to develop the potential of every individual; to build the confidence and capacity of the whole community to be part of the solution; and to promote good race and community relations, combating prejudice and xenophobia. To promote equal opportunities both within the Home Office and more widely and to ensure that active citizenship contributes to the enhancement of democracy and the development of civil society.

Target

PSA 8: To increase Voluntary and Community Sector activity, including increasing community participation, by 5% by 2006.



PSA 9: Bring about measurable improvements in race equality and community cohesion across a range of performance indicators, as part of the Government's objectives on equality and social inclusion.

Latest Outturn**Community participation - ahead**

In 2003 the proportion of people participating rose by 6% compared to 2001.

VCS activity - early indications are good

A 2002-03 baseline for voluntary sector activity has been set.

Race Equality Employment Targets - met or on course in all areas (Home Office, Prison Service, Probation Service, and Immigration Service) except the police where performance is improving.

Home Office

Baseline	23%
Latest Outturn	31.1%

Community cohesion - too early to assess

Baseline information will be made available by June 2004

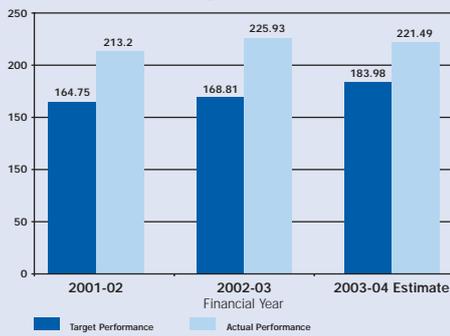
VALUE FOR MONEY

Target

PSA 10: Increase value for money from the Criminal Justice System, and the rest of the Home Office, by 3%; and ensure annual efficiency gains by the police of at least 2%.

CONTRIBUTING TO CJS PSA

Police Efficiency (£m)



Latest Outturn

On course

Prison Service: VFM improvements of £92.4m (4.4%)

Probation Service: VFM improvement of £19m (3%)

Police Service: Estimated outturn savings of £221.5m (2.5%)



section

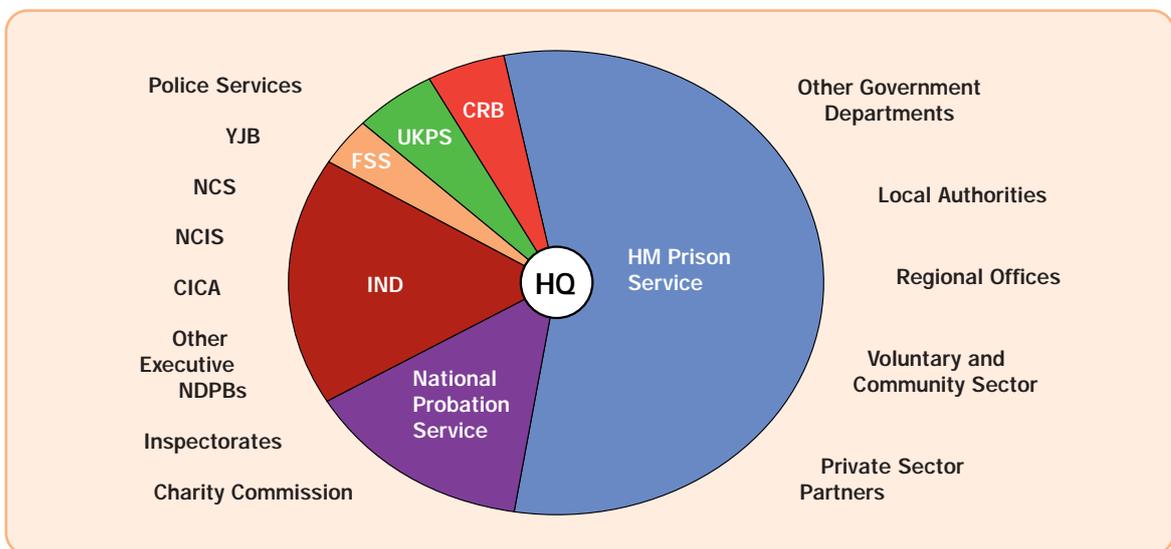
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Who We Are: Group Organisation and Structure

Who We Are: Group Organisation and Structure

The Home Office Group comprises:

- A central headquarters which sets the framework of objectives, financial allocations, strategy and performance management for the key services that the Home Secretary is responsible for, provides common support services and drives delivery towards ambitious social objectives;
- Three large public services – prisons, probation and immigration & nationality; and national responsibility for the police service in England and Wales;
- A number of smaller services, including the UK Passport Service, the Criminal Records Bureau and the Forensic Science Service;
- A number of non-departmental public bodies (NDPBs), such as the Criminal Injuries Compensation Authority, the National Criminal Intelligence Service, the National Crime Squad and the Youth Justice Board.



The Department is headed by the Home Secretary and six other ministers. The most senior managers are brought together on the Group Executive Board (GEB). As part of our ongoing Departmental change Programme, and the establishment of the National Offender Management Service (NOMS), GEB was restructured this year, with new members appointed with responsibilities for Communities Group and for Group HR and Change.

At present, the Home Office has four Executive Agencies

Phil Wheatley	H.M. Prison Service	www.hmprisons.gov.uk
Bernard Herdan	Passport & Records Agency	www.passport.gov.uk
Vincent Gaskell	Criminal Records Bureau	www.crb.gov.uk
David Werrett	Forensic Science Service	www.forensic.gov.uk

Ministerial and Board-member responsibilities are set out overleaf.



PERMANENT SECRETARY
John Giblin



HOME SECRETARY
David Burdett

The Ministerial Team



PARLIAMENTARY UNDER SECRETARY
Community Policy and Civil Renewal
Frances Macgregor



PARLIAMENTARY UNDER SECRETARY
Correctional Services and
Reducing Reoffending
Paul Duggan



PARLIAMENTARY UNDER SECRETARY
Tackling Drugs and Reducing Organised
and International Crime
Gordon First



MINISTER OF STATE
Crime Reduction, Policing, Community
Safety and Courts/Journals
Hazel Blears



MINISTER OF STATE
Criminal Justice System and Law Reform
Nicola Sturgeon



MINISTER OF STATE
Citizenship, Immigration and Nationality
Des Browne

The Group Executive Board



DIRECTOR GENERAL
COMMUNITIES GROUP
Helen Edwards



PERMANENT SECRETARY
AND CHIEF EXECUTIVE
NATIONAL OFFENDER
MANAGEMENT SERVICE
Martin Naylor



DIRECTOR GENERAL
RESOURCES & PERFORMANCE
Margaret Alford



PERMANENT SECRETARY
CRIME, POLICING, COUNTER
TERRORISM & DELIVERY
Leigh Lewis



GROUP HR & CHANGE DIRECTOR
John Marsh



DIRECTOR GENERAL
CRIMINAL JUSTICE GROUP
Maria Wilson



DIRECTOR GENERAL
IMMIGRATION & NATIONALITY
Bill Jeffrey

The Non-Executive Directors



Derrick Ambrose



Patrick Cantor



Denise Fitzgerald

Hilary Benn left the Ministerial team in May 2003; Bob Ainsworth, Charlie Falconer and Geoff Filkin left in June 2003; Michael Wills left in July 2003 and Beverly Hughes left in April 2004.

Helen Edwards joined GEB in January 2004.
John Marsh joined GEB in March 2004.

The Criminal Records Bureau became an Executive Agency in September 2003. The Security Industry Authority was established as a NDPB on 1 April 2003 and we prepared for the establishment of the Independent Police Complaints Commission as an NDPB from April 2004. During 2004, the Prison Service will cease to be an agency, instead forming an integral part of the Department within NOMs. The Forensic Science Service is to be developed as a public private partnership (PPP).

Two machinery of government changes affected the Department during the year: it lost lead responsibility for family policy to the Department for Education and Skills (DfES) and acquired that for funding the Futurebuilders programme from H.M. Treasury. The Government also announced, subject to legislation, the creation of the Serious Organised Crime Agency (SOCA).

Across the whole Home Office Group, we are focussed on building trust and security by:

- Promoting cohesive communities and active citizenship
- Securing effective enforcement of our laws and borders.

Progress during the year is summarised in section 2 and is considered at greater length in sections 3 and 4. Our performance against targets and milestones is set out in section 5, followed by financial information at section 6. These sections include summary forward plans – more detail can be found in our Home Office Group Corporate Plan 2004-05.



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section

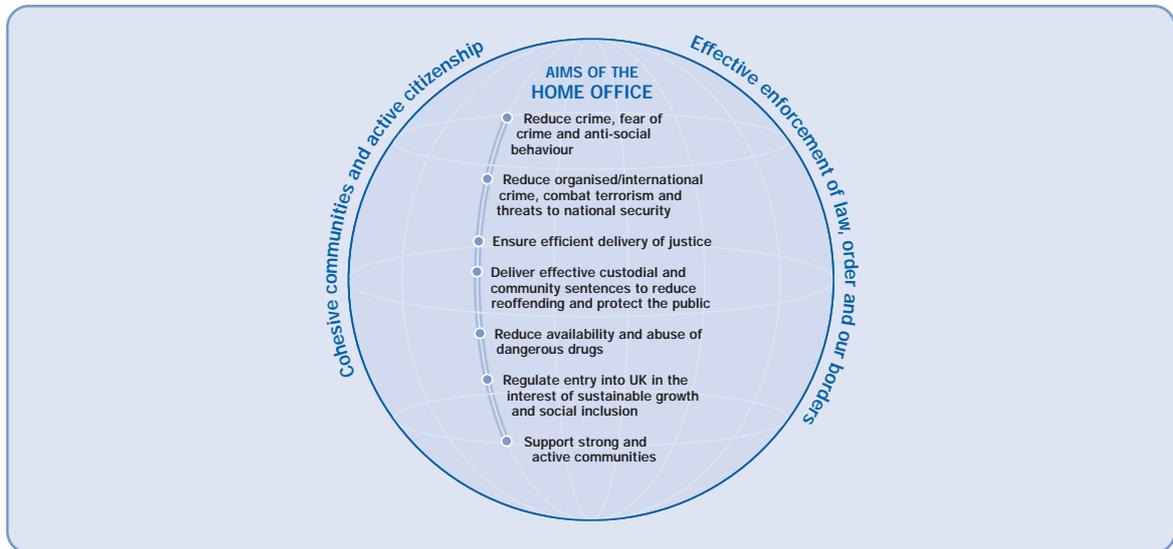
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What We Do:
Building Trust and Security

What We Do: Building Trust and Security

Our purpose is to build trust and security by:

- Promoting cohesive communities and active citizenship
- Securing effective enforcement of our laws and borders.



These are mutually reinforcing and are also central to our Civil Renewal agenda. Reducing crime and the fear of crime helps build confident communities. Effective border controls and managed migration are vital not only in fighting terrorism and organised crime but also support community cohesion. Strong communities help reduce crime and drug abuse, and help the successful integration of refugees and other migrants.

Cohesive Communities and Active Citizenship

Cohesive communities

Our **vision** is of strong, active and empowered communities, in which people are enabled to tackle together the problems they face, in which there is equality of opportunity and in which people are respected, regardless of race or religion. During the past year we have:

- **Prevented crime and reassured the public** (PSA 1): by tackling the factors that lead to crime in the first place; tackling the crimes that cause most social damage; targeting high crime areas; and increasing community involvement. In particular:
 - ensuring a joined-up approach with other government departments, such as the DfES, where 47 Connexions partnerships are helping 13-19 year olds overcome barriers to remaining in education, training and employment (page 37);
 - developing an action plan to tackle prolific offending (page 37).
- **Protected the vulnerable from Anti-Social Behaviour** (PSA 1): we are beginning to implement our strategy which is based on learning from those areas tackling the problem effectively, and pioneering initiatives in priority areas. In particular:
 - we launched the “Together ActionLine” and “Together Academy” to help spread best practice (page 41);

- key measures from the Anti-Social Behaviour Act 2003 came into force (page 41);
- we identified areas for priority action to reduce begging (page 41).
- **Enabled offenders to become productive members of society** (PSA 5): promoting an integrated approach to rehabilitation and by matching punishment with programmes designed to make offenders face up to the harm they have caused, equipping them for law-abiding lives on release. In particular:
 - prisoners achieved 50 thousand basic skills, giving many of them the ability to find a job and leave their lives of crime for the first time (page 58);
 - over the first 9 months of the year a total of 21,919 prisoners entered employment education or training on release, up 66% on last year (page 58).
- Made greater use of the skills and responsiveness of the **Voluntary and Community Sector, VCS**, (PSA 8), by increasing our understanding of the sector and how it can contribute, removing barriers to it doing so; and by building its capacity to respond. In particular we:
 - established the state of the sector panel, to monitor progress in increasing VCS activity and to ensure that their concerns are heard (page 76);
 - published our response to the SU's review of charities and the wider not-for profit sector (page 76).
 - took responsibility for the Futurebuilders fund, which invested £10m to support the VCS's work in crime reduction, community cohesion, supporting the young; and in healthcare (page 76);



Civil Renewal and Diversity

Our aim is to re-engage citizens with civil society and strengthen democracy by enabling people to play their full part in decision-making that affects their lives. There are three essential elements:

- **Cohesive communities:** which form and sustain their own organisations, bringing people together to deal with their common concerns;
- **Active citizenship:** providing people with more opportunities and support to become actively involved in their communities and improving their quality of life;
- **Partnership in meeting public needs:** involving citizens and communities more effectively in improving the planning and delivery of public services.

To achieve these goals, it is essential that we tackle prejudice and discrimination, and achieve equality of opportunity between all the diverse groups and communities that make up today's Britain. We want all our communities to feel confident in their public services and empowered to work in partnership with an enabling Government to achieve our shared objectives.

These principles are reflected through-out the range of our activities and plans.

- **Improved equality** by tackling discrimination wherever it arises – be it in accessing public services or employment opportunities (PSA 9) by: ensuring that this remains a priority across government; sharing good practice; and building monitoring and compliance regulation. In particular we:
 - established across all government departments, baseline data on the use of race-equality impact assessments, to measure and improve usage (page 77);
 - implemented along with other government departments the recommendations of the Strategy Unit report on enhancing ethnic minority achievement in the labour market (page 77);
 - with the Commission for Racial Equality and other regulators, increased the effectiveness with which the Race Relations (Amendment) Act was implemented (page 78).
- Taken steps towards providing people in the UK with **an easy and secure way of demonstrating their rights and of asserting their place in the community** through a national identity card scheme. During the year we set out a two-stage process for implementing ID cards and set in hand the preparation of legislation and feasibility studies (pages 79).

Cohesive and strong communities with reduced anti-social behaviour, reinforce crime reduction, and help prevent a self-fulfilling fear of crime from getting a grip.

Active citizenship

Our **vision** is one where people participate in their local communities, social well-being being increased through voluntary activity that helps others. During the past year we have:

- Reviewed **what works** in recruiting and supporting volunteers, and acted on it (page 76);
- Continued our investment in the Community Channel and other media to raise awareness of volunteering opportunities (page 76);

Active citizenship is central to healthy communities, breaking down the barriers that lead to alienation, fear and crime. It also enables public services to be more responsive – for instance in terms of community-focussed policing.

Identity Cards

These will deliver benefits across the range of Home Office and other public services:

- Reducing identity fraud which is estimated to cost the country over £1.3 bn pa (Aim 1);
- Combating terrorist and organised criminal activities which often rely on false and multiple identities to facilitate crimes such as people trafficking (Aim 2), and drug smuggling (Aim 5);
- Controlling illegal immigration and illegal working. Our economy and public services can continue to benefit from lawful migration if we have a more effective means of showing who is entitled to be here (Aim 6);
- Helping people access public services by making it easier for them establish entitlement and making it simpler for service providers to identify those who should be paying for services.

Effective Enforcement of Law, Order and Our Borders

Law and Order

Our **vision** is of a society where people are – and feel- more secure in their homes and daily lives, with more offenders caught, punished and stop offending. During the past year we have:

- Supported **crime reduction and the apprehension of suspects** (PSAs 1 and 3), in particular by increasing the:
 - total resourcing available to the police by 6.2% (page 43);
 - number of police officers, to a record 138,155 and we have recruited 3,346 Community Support Officers (page 42);
- Improved **police effectiveness** (PSA 2) by: matching increased funding with reform; ensuring that forces are truly flexible in matching their funding to new challenges; and are responsive to the needs of local communities. In particular:
 - embedding, in partnership with the H.M. Inspectorate of Constabulary, the Police Standards Unit, and local forces themselves, a performance culture, through the Policing Performance Assessment Framework (page 43).
 - helping them make better use of science and technology, such as the DNA database and Automatic Number Plate Recognition (page 44);
- Tackled drug-addicted **frequent offenders** (PSA 1), including by expanding treatment and testing (PSA 6) of offenders as part of the drugs Criminal Justice Interventions Programme. In particular we:
 - made significant progress in tackling crack cocaine and dismantling several established trafficking routes (page 63);
 - ensured that in the 30 areas most affected by drug-related crime offenders are tested on charge (page 64);
- Brought more **offences to justice** (PSA 3): figures for the year to December 2003 demonstrating a 3% increase over the same period a year previously (page 51). We have also taken steps to improve **public confidence** in the CJS (PSA 4, page 52);
- **Protected the public** (PSA 5) by rolling-out measures from the Criminal Justice Act; maintaining prison security standards; and by improving probation supervision. In particular we:
 - rolled-out 5 year minimum sentences for illegal firearm ownership (page 40)
 - maintained our high standards of prison security (page 57);
 - sharply improved the enforcement of sentences served in the community (page 57);

Improving Performance

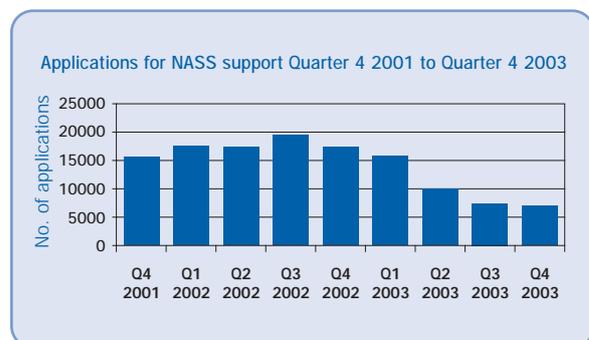
North Yorkshire Police used the Policing Performance Assessment Framework to raise performance in its eastern area. As a result, since September 2003, detection rates have risen from 23% to 35% and the crimes of key concern (e.g. vehicle crime, violent crime and burglary) have fallen significantly. According to Chief Superintendent David Short the framework has “produced tangible benefits in terms of crime reduction, increased detections and greater community reassurance, and has been highlighted as good practice for the rest of North Yorkshire.

Law enforcement and fighting crime also helps give confidence to and supports strong, flourishing communities

Borders

Our **vision** is of a country that welcomes legal migrants, actively supporting their integration; illegal immigration provides a safe haven for refugees, with effective action taken against illegal immigration, organised crime and terrorism. During the past year we have:

- **Secured our borders** by pressing down on monthly asylum intake, supported by improved controls and roll-out of new detection technology; and expanded fast-tracking of asylum cases (PSA 7). In particular:
 - the roll-out of new detection technology at ferry ports in France, Belgium and Holland has, with 100% freight searching at Calais, sharply reduced the number of clandestines detected in Dover (page 68);
 - the introduction of juxtaposed immigration controls in Paris has reduced the numbers arriving at Waterloo without the proper documents by 90% (page 68);
 - ensuring that case-working capacity reached full strength at the start of the year. This, together with improved IT, means that 60% of appeal cases have been concluded within six months of application (page 70).
- Encouraged **legal migration** that meets the needs of our economy through schemes linked to specific labour requirements (Aim 6) while firmly managing migration more generally. In particular we:
 - considered an unprecedented level of Work Permit applications across an increased range of initiatives (page 71);
 - ensured that decisions were reached within one working day in 90% of completed applications under the business and sector-based scheme (page 72);
 - took steps to strengthen the law on illegal working (page 71).
- **Countered serious and organised crime** (Aim 2) by reducing the opportunities for profit; disrupting crime “businesses”; and prosecuting the key players. In particular we:
 - took steps to reduce the vulnerability of the public and young people in particular to drugs, including the FRANK communications campaign (see page 92);



- increased the amount of criminally-acquired assets seized to £41.5m to date;
- announced the formation of the Serious Organised Crime Agency (SOCA) that will deliver a concerted strategy to disrupt the criminal businesses which wreck lives by trafficking drugs and people and to convict the criminals themselves (see page 48).

Effective control of our borders involves not only securing them against illegal immigrants but managing legal migration that meets the needs of our economy and our diverse society. Tackling organised crime also contributes to lower crime overall.

The following sections considers Home Office aims and how we supported them. The first of these focuses on our strategies and activities in 2003-04 to deliver our priorities. That following sets out how the Department is organising itself to sustain and improve delivery in the future.



section

3

Delivering Better Public Services in 2003-04

AIM 1 To reduce crime and the fear of crime, tackle youth crime and violent, sexual and drug-related crime, anti-social behaviour and disorder, increasing safety in the home and public spaces

Spending £m	1998-99 Outturn	1999-00 Outturn	2000-01 Outturn	2001-02 Outturn	2002-03 Outturn	2003-04 Outturn*	2004-05 Plans	2005-06 Plans
Resource	4,034.69	3,934.90	4,148.60	4,847.41	6,699.0	5,449.95	5,593.31	5,791,706
Capital	167.32	182.12	202.64	226.21	296.79	457.98	439.49	565.49

Overview and Strategy

Crime, fear of crime and anti-social behaviour damages communities and blights the lives of individuals:

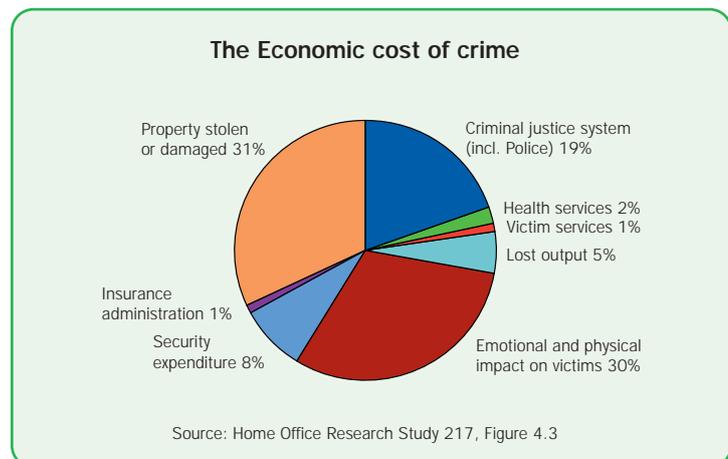
- In 2000, the cost of crime in England and Wales was estimated at £60 billion;¹
- Geographically, the areas with the highest crime rates are the poorest ones.

Crime has many causes, so rather than tackling it in isolation it can be most effectively dealt with in co-ordination with wider Government priorities. Our strategy is based around interdependent themes:

- Reducing crime and the fear of crime: dealing with the factors that lead to crime in the first place, tackling crimes that cause most damage to society; targeting high crime areas and increasing community involvement in local services;
- Improving police performance by ensuring that we have a modern, efficient and accountable service that responds to the needs of the community.

Partnership is at the heart of our strategy. In addition to working closely with the Police, Crime and Disorder Reduction Partnerships, Drug Action Teams, Local Government and the voluntary sector other key partners include:

- The Departments of Health (DH), Work and Pensions (DWP), Education (DfES) and the Office of the Deputy Prime Minister (ODPM) to address the longer term causes of crime and to regenerate communities. They are brought together, alongside external stakeholders, through the Prime Minister's Crime Reduction Group;



*Estimate

¹Home Office(2001):Crimes in England and Wales 2001-02

- The Department for Constitutional Affairs (DCA) and the Crown Prosecution Service (CPS) to bring more offenders to justice;
- The Prison and Probation services to rehabilitate offenders;
- Local communities, to whom the police are being increasingly accountable and whose increased involvement in crime reduction and prevention we are working to secure.



Delivery in 2003-04

With the support of our partners we have made real progress. Crime is down by a quarter since 1997 and the chances of being a victim of crime are at their lowest for over 20 years. We have record numbers of police and a growing team of Community Support Officers to help fight crime and provide reassurance to local communities. We have launched the TOGETHER campaign and action plan to tackle anti-social behaviour and disorder. And we have consulted the police, stakeholders and local communities on a programme of reform to deliver a more effective and accountable police service.

Reducing crime and the fear of crime

Spending £m	1998-99 Outturn	1999-00 Outturn	2000-01 Outturn	2001-02 Outturn	2002-03 Outturn	2003-04 Outturn*	2004-05 Plans	2005-06 Plans
Resource	–	–	–	172.28	195.73	106.88	177.58	120.76

Figures for 2003-04 will be published in July 2004. However, the latest BCS data² suggests that:

- Over the twelve months to December 2003, overall crime fell by 1% compared with the same period in 2002. We are also working to drive down the gap between the best and worst performing CDRPs with early indications that the gap is beginning to narrow (out-turn figures are due for publication in July 2004).

Our crime reduction strategy deals with the underlying causes of crime and also tackles those particular crimes – such as vehicle crime, burglary, violent crime and anti-social behaviour – which have the most impact on our communities and are of most concern to the public. We are also working to address the fear of crime, to increase community engagement and knowledge of crime and how to prevent it. We have set up a new website www.homeoffice.gov.uk/crime to enable communities to access crime statistics for their area. The main elements include reducing the number of:

- Opportunities for crime. For instance, working more closely with industry and other Government Departments to promote good crime prevention practice;

*Estimated

²<http://www.homeoffice.gov.uk/rds/hosbpubs1.html>

³During 2002-03 the economic cost of crime was 7% below the 1999-00 baseline, meaning that we were on track against our SR2000 PSA4.

Youth Inclusion: stopping young people turning to crime

"Matthew" was identified as one of the top 50 at risk young people in Langley, Rochdale. He had a history of exclusion from school, had been arrested on a number of occasions and was part of a larger group of young men who were known to the police for causing nuisance in the local community.

After a concerted effort, Mathew eventually enrolled into some "DJ taster" sessions run by the Youth Inclusion Programme (YIP) during the Easter holidays. He enjoyed them and continued out of holidays. He has subsequently performed at a number of events ranging from local discos to major events including the Commonwealth Games Percussion music event.

Building on his success, and with the right training, Matthew was able to act as a peer worker, delivering DJ workshops to younger members of the YIP group. Matthew was encouraged by his YIP project worker to apply for the position of Trainee Neighbourhood Warden. Despite his fears he was successful at interview and now has a permanent full-time contract.

There are currently 70 Youth Inclusion Programmes working in high crime areas with vulnerable young people like Matthew – the scheme is to be extended to 2006.

- People turning to crime and anti-social behaviour. For instance, by reducing the availability of drugs and providing treatment for addicts coming into contact with the CJS (see pages 61 to 66 below);
- Offenders remaining in criminal lifestyles. For instance, through an increasingly effective police force, which is fully engaged with, and accountable to, the community it serves (see pages 42 to 44 below); and by tackling prolific and priority offenders.

Our strategy for narrowing the CDRP performance gap focuses support and scrutiny on the 25% of areas with the highest crime.

During 2003-04 **action** included:

- Disseminating best practice. The 'Out of Your Hands' programme, for example, aims to reduce the opportunity for mobile phone crime;
- 47 Connexions Partnerships are now helping 13-19 year olds overcome barriers to remaining in education, training and employment;
- Developing a multi-agency action plan to tackle prolific offending. It will be implemented next year and will focus on three strands; to prevent and deter, to catch and convict, to rehabilitate and resettle. It will initially target the 5000 most prolific offenders who are responsible for 6 – 9% of total crime.

We addressed performance variations between CDRPs by publishing a self-assessment framework, in December 2003 and through specific action such as the secondment of experienced staff to improve performance.

Tackling the crimes of key concern

Vehicle crime

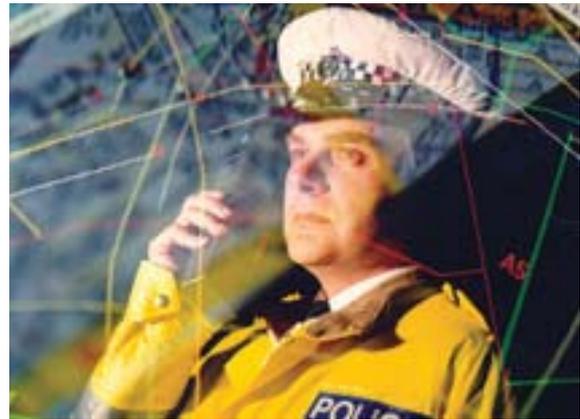
According to BCS, since 1997 vehicle crime has fallen by 31%; Figures for 2003-04 will be published in July 2004. However, the latest BCS data suggests that:

- Over the 12 months to December 2003 vehicle crime fell by 3% compared with the same period in 2002⁴.

Our strategy has five elements: raising awareness among motorists; better policing; better security on new and used cars; better regulation; and tightening security in car parks (15% of vehicle theft takes place in car parks).

During 2003-2004 **action** included:

- Sending crime-prevention advice to motorists who have left possessions on display, working together with local authorities and the DVLA;
- Issuing guidance “The National Vehicle Crime Guidance and Tactical Options” in partnership with ACPO, to local police forces on tackling vehicle crime;
- Continuing to encourage car parks to improve security. A number of local police initiatives have been launched, including the “naming and shaming” of problem car parks where discussion failed to produce improvement.



The Home Office spent £7m directly on vehicle crime reduction initiatives. Total spending cannot be separately identified.

Domestic burglary

According to BCS, since 1997 domestic burglary has fallen by 39%. Figures for 2003-04 will be published in July 2004. However, the latest BCS data suggests that:

- Over the 12 months to December 2003⁵ domestic burglary rose by 1% compared with the same period in 2002.

The chance of being a victim of burglary remains at its lowest in 20 years. Our strategy to ensure further improvements involves: helping our local partners raise performance; and identifying, advising and supporting those most at risk, such as students and others in shared accommodation. Other elements include: increasing the proportion of burglaries that are detected and brought to justice (Aim 3); sentencing that deters or incapacitates offenders (Aim 4); and rehabilitation that tackles the causes such as drug abuse (Aim 5).

⁴On the SR2000 PSA 1, recorded vehicle crime showed a 15% fall in the 12 months to December 2003 (adjusted for NCRS), compared with 1998-99 (cf a 30% target reduction by 2004). The SR2002 BCS measure is more representative of actual vehicle crime changes.

⁵On the SR2000 PSA 1, recorded crime figures for domestic burglary showed a 12% fall in the 12 months to December 2003 (unadjusted for NCRS), compared with 1998-99 (cf a 25% target reduction by 2005). The SR2002 BCS measure is more representative of actual changes.

During 2003-04 **action** included:

- Developing a campaign with brand leaders including SAGA and Micro Mart to promote home security;
- Increasing student awareness of crime prevention; and
- Supporting a private members bill that would help ensure that building regulations better prevented or helped secure the detection of crime.

Total spending on tackling burglary cannot be separately identified.

Robbery and Street Crime

Recorded robbery rose in 2000-01 and 2001-02. Following the launch of the Street Crime Initiative in March 2002, there was a 17% reduction in the 10 Street Crime Areas in 2002-03 compared with the previous year. Further reductions have occurred in 2003-04 and figures will be published in July:

- Over the period October - December 2003⁶ recorded robbery fell by 7% compared with a year earlier.

Building on this progress requires continued partnership at national and local level, and with the commercial and voluntary sector; targeting the root causes of street crime (including drugs); and prevention of re-offending (see Aim 4).

During 2003-2004 **action** included:

- The launch of the joint Positive Activities for Young People programme, a national scheme to provide developmental activities during all school holiday periods for young people at risk of becoming involved in crime. Partnerships have also been established in high street-crime areas, with police officers based in the 200 participating schools;
- Police and industry “Immobilise” scheme launched across five areas. The £1.5 million campaign publicises the blocking of lost and stolen phones;
- Starting to work with the Criminal Justice Agencies and other government departments including DfES, DCMS and DH, to focus attention and target police operations in the ten Street Crime Initiative Areas. An example of this is the increased use of Drug Treatment and Testing Orders to reduce drug addiction which is often a driver of crime.



The Home Office spent £24 million directly on the Street Crime Initiatives. Total spending cannot be separately identified.

⁶SR 2000 PSA 1 robbery target superseded as in performance summary above.

Violent Crime

Figures for 2003-04 will be published in July 2004. However, the latest BCS data suggests that:

- Over the 12 months to December 2003 violent crimes fell by 5% compared with the same period in 2002⁷.

Our strategy for reducing violent crime includes: targeting those crimes with the highest levels of incidence – such as alcohol related and domestic violence – and those that cause greatest public concern, such as the protection of children, gun crime and sexual offences.

During 2003-2004 **action** included:

- Leading the overall Government strategy on alcohol-related crime;
- Following a consultation paper on domestic violence, 'Safety and Justice', we introduced the Domestic Violence, Crime and Victims Bill in December 2003. Measures include making common assault an arrestable offence;
- A new national 24-hour helpline for the victims of domestic violence;
- Developing, with HM Inspectorate of Constabulary and ACPO, an action plan to tackle the illegal possession and criminal use of firearms. We have taken steps to help communities resist gun crime, by establishing the "Disarm Trust" to fund community-based initiatives and by holding meetings bringing together law enforcement agencies, local community representatives and voluntary groups to develop local solutions to local problems;
- Enacting, in January, five year minimum sentences for illegal firearm ownership and measures to ban the carrying of air guns and replicas in public;
- Launching, in November, the National Firearms Forensic Intelligence Database to improve the speed and quality of police intelligence sharing on the firearms used in crime.
- The Sexual Offences Act (2003), which has strengthened and up dated the legal framework for sexual offences, including the key issue of consent to sexual activity;

The Home Office spent £24 million directly on tackling violent crime. Total spending cannot be separately identified.

Operation Trident

Operation Trident was set up in March 1998 in response to a series of shootings and murders in and around the areas of Brent and Lambeth in London. It was expanded on to a London-wide basis in August 1999 to help tackle gun-crime across the capital.

During 2003 it included a number of operations targeting people who were converting replica firearms so that they were capable of discharging live or adapted rounds of ammunition. These types of weapons are frequently used in crimes, so prevention is an important priority. A number of 'conversion factories' in lock-ups and people's houses were raided and 300 weapons and component parts were seized. Those arrested for these offences currently await trial.

Metropolitan Police figures for the period from April 2003 to January 2004 show a 42% drop in murders and a 20% drop in attempted murder compared with the same period in the previous year.

⁷Recorded violent crime for Oct – Dec 2003 (see earlier footnote) increased 13%, reflecting our campaign to increase reporting and changes to police recording practice.

Anti-Social Behaviour

Figures for 2003-04 will be published in July 2004. The latest BCS data show a reduction in the perceived level of anti-social behaviour.

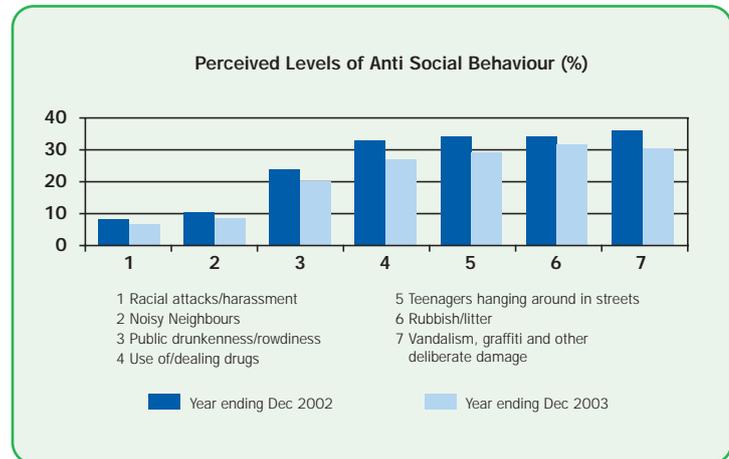
Tackling anti-social behaviour is a priority. Our action plan, "Together: Tackling Anti-Social Behaviour" sets out our strategy. The main elements include:

- Establishing in March 2004 the TOGETHER ActionLine, website and Academy to provide free, high quality information and training to practitioners and frontline workers on the use of all interventions to tackle anti-social behaviour;
- TOGETHER action areas: pioneering initiatives to deal with nuisance neighbours, begging and environmental crime in ten trailblazing areas;
- Helping and supporting victims of, and witnesses to, anti-social behaviour. This includes the "Taking a Stand" awards to celebrate their achievements and bravery.

During 2003-04 **action** included:

- The continued roll-out of measures from the Anti-Social Behaviour Act 2003, including in January 2004 the closure of premises used for drugs; new controls for air weapons; and in March 2004, the introduction of new powers for Local Authorities to issue penalty notices for graffiti and fly-posting;
- Nuisance Neighbours Panels working with local agencies to find solutions for the worst families;
- Identification of up to 30 Criminal Justice Interventions Programme Areas for targeted action to reduce begging.

The Home Office committed £24m to delivery of the programmes in the Action Plan for 2003-04.



Tackling the fear of crime

Figures for 2003-04 will be published in July 2004. However, the latest BCS data suggests that:

- Over the 12 months to December 2003, 16% had a high level of worry about vehicle crime; 13% about burglary and 18% about violent crime compared with 17%, 15% and 22% respectively in the 12 months to December 2003⁸.

The fear of crime may not fully reflect falling rates of crime. Our strategy rests on: identifying the drivers; communicating the risks of crime to communities more effectively; promoting reassurance; improving crime prevention education; and work with local partnerships and the voluntary sector, especially with vulnerable groups.

During 2003-2004 **action** included:

- Identifying four drivers for fear of crime – perceived vulnerability, such as age or disability; anti-social behaviour giving the impression of widespread criminality; poor confidence in the CJS; and media reporting;
- Securing a record number (138,155 at December) of Police Officers. This, with work to increase the proportion of time spent on frontline duties, will mean that more time and resources are spent on visible policing, which has been shown to reduce the fear of crime;
- Recruiting 3,346 Community Support Officers;
- Making presentations to over 10,000 crime reduction and community safety practitioners, including CDRPs and charities such as Help the Aged, on common sense precautions to prevent crimes of key local concern;
- Developing two toolkits for use by community safety practitioners and the public offering information, advice, good practice and useful contacts. They also examine the issues driving fear of crime in particular areas;
- Developing a Vulnerability Strategy, to help address the specific concerns of older people, ethnic minorities and the disabled.

Improving Police Performance

£m Resources	1998-99 Outturn	1999-00 Outturn	2000-01 Outturn	2001-02 Outturn	2002-03 Outturn	2003-04 Outturn*	2004-05 Plans	2005-06 Plans
Police (inc grants)	3,946.47	3,880.50	4,106.0	4,611.30	6,324.52	5,227.80	5,287.44	5,529,789
Police IT Organisation	42.89	41.47	38.53	27.64	60.48	26.49	35.35	45.86
Police Complaints Authority ⁹	3.2	6.87	3.99	4.81	5.34	17.86	26.61	26.61
Police Central Training	–	–	–	–	81.10	66.33	66.33	68.27

- A second set of Police Performance Monitors was published in October 2003. Police performance improved overall in the year ending March 2003, compared to March 2002. 13 forces are required to close a performance gap. Early returns indicate that the proportion of time on front line duties by police officers in England and Wales was around 61%.

*Estimate

⁸Baselines for our SR2000 PSA 2 target were 17%,(vehicle crime) 15% (burglary) and 22% (violent).

⁹From 2004-05 the Independent Police Complaints Commission.

Effective policing is a central part of our strategy to tackle crime and the fear of crime. Record levels of funding are being matched by ongoing reform to deliver a more accountable, effective and modern service. This builds on the improvements already achieved through the better use of science and technology (such as the DNA database) and reduced bureaucracy. The Policing Performance Assessment Framework (PPAF)¹⁰ has been used to embed better performance management, supported by operational tools, including the National Intelligence Model and the complementary work of HM. Inspectorate of Constabulary and Police Standards Unit. The National Policing Plan 2004-07¹¹ provides a clear framework for national minimum standards and priorities for local police planning. This includes:

- Providing a service to the public, especially victims and witnesses, which responds to the needs of individuals and communities and inspires confidence in the police particularly amongst minority ethnic communities;
- Tackling anti-social behaviour and disorder (see page 41);
- Continuing to reduce burglary, vehicle crime, robbery and drug related crime in line with our PSA targets (see pages 38,39, and 64);
- Combating serious and organised crime , both across and within force boundaries; and
- Narrowing the justice gap (see page 51) by increasing the number of offences brought to justice.

These are supported by the underpinning themes of countering terrorism and civil renewal and community engagement.

Partnership between the police service and local communities is vital. Police services are already more accountable through the provision of better information on their performance and strengthened engagement with Police Authorities will ensure that the next stage of reform will enhance local accountability and the responsiveness of forces to local priorities.



During 2003-04 **action** included:

- Securing record funding levels for policing. Total spend of £9,683m is 6.2% higher than in 2002-03;
- Embedding a performance culture through the PPAF, supported by transparent, real time data and analysis;
- Consulting¹² on the next stage of Police reform. The programme will focus on four areas: increasing community engagement; strengthening and clarifying policing accountability; improving operational effectiveness; and modernisation;
- Continuing to drive forward the recommendations of the police bureaucracy taskforce, this includes rolling out the fixed penalty notice scheme; increasing the capacity for the police to undertake more video identification parades; and the elimination of 4,600 forms across 21 forces;

¹⁰PPAF measures police performance in 6 'domains': reducing crime, investigating crime; promoting public safety; helping the public; citizen focus; and effective resource usage.

¹¹Published in November 2003.

¹²Policing: Building Safer Communities, published November 2003

- Continuing to roll-out scientific and technological improvements including DNA, Automatic Number Plate Recognition and Video Identification;
- Increasing the trust and confidence of minority ethnic communities, including implementing the recommendations from the Lawrence steering group, such as the Independent Police Complaints Commission (launched in April 2004);

Future Delivery

Overall crime has continued to fall, and our plans will consolidate and improve on this. We will ensure that locally led delivery is a cornerstone of future programmes. Tackling anti-social behaviour and violent crime will continue to be priorities for the forthcoming year. Other activities we are committed to include a comprehensive review of the firearms law and a review of prostitution to reduce exploitation, protect communities and address the links with serious crime. Plans to reform and modernise the police service are crucial to continued improvements in their effectiveness and efficiency. These improvements will in turn help reduce crime and the fear of crime.

During 2004-05, with other government departments and partners at local level **key actions** will include:

- Ensure that the number of crime reduction funding streams and related management and monitoring burden is minimised;
- Continuing to reduce burglary, vehicle crime, robbery and drug related crime in line with the Government's Public Service Agreement targets;
- Implementation of a prolific and priority offending strategy;
- Delivery of the Government's 'Together: Tackling Anti-Social Behaviour' action-plan, targeting nuisance neighbours, begging and environmental damage;
- Implementation in partnership, of the Alcohol Harm Reduction Strategy;
- Maintaining increased police numbers (at December 138,155 strong) and increasing the number of Community Support Officers to at least 4,000;
- Providing a citizen focused service to the public, especially victims and witnesses, which responds to the needs of individuals and communities and inspires confidence in the police, particularly amongst minority ethnic communities;
- Supporting police delivery to minimum national standards through the use of operational tools (including the National Intelligence Model), and through the enhancement of the Policing Performance Assessment Framework;
- Securing the passage of the Domestic Violence, Crime and Victims Bill which includes measures to strengthen the police response to domestic violence and provide improved protection for victims.

AIM 2 To reduce organised and international crime, including trafficking in drugs, people and weapons and to combat terrorism and other threats to national security, in co-operation with European Union partners and the wider international community.

Spending £m	1998-99 Outturn	1999-00 Outturn	2000-01 Outturn	2001-02 Outturn	2002-03 Outturn	2003-04 Outturn*	2004-05 Plans	2005-06 Plans
Resource	27.02	22.47	29.85	56.0	236.56	278.98	278.18	321.02
Capital	0.66	0.34	0.34	4.13	39.42	74.05	58.0	46.0

Overview and Strategy

Terrorism and organised crime are increasingly international activities, that respect neither democratic government nor national borders. Both are pervasive and dangerous:

- The financial costs of the 9/11 attacks for the USA alone are estimated at between \$54bn and \$90bn in direct and indirect losses¹³;
- Organised crime has been estimated to cost the UK some £40bn each year;
- Global profits from people smuggling are estimated to be \$10bn per annum and 70% of illegal immigrants are thought to be facilitated by organised crime groups.

Our approach for tackling these threats is:

- Counter Terrorism: Continuing to disrupt terrorist networks and their finances; addressing the disaffection at home and abroad which terrorists exploit; protecting our people and infrastructure more effectively from terrorist attack; and putting in place a strategy to enable us to recover quickly if an attack occurs;
- Organised Crime: Creating a new Serious Organised Crime Agency to disrupt the criminal businesses which wreck lives by trafficking drugs and people, and operate in areas ranging from counterfeiting to cyber crime, and to convict the criminals. We shall use all legal means at our disposal, including increasing the assets seized from criminal enterprises.



* Estimate

¹³ US Federal General Counting Office: GAO-02-700R, Impact of the Terrorist Attacks on the World Trade Centre

These support each other. For instance terrorists need to raise finance and launder funds illegally across national boundaries.

Our strategy requires: legislation that both respects civil liberties and provides law enforcement agencies with the powers they need; and harnessing of the full operational capabilities of our national and international partners.

The Home Office leads this work. The Home Secretary chairs the Ministerial Committee on Terrorism, the Civil Contingencies Committee and the Ministerial Committee on Organised Crime. The National Criminal Intelligence Service (NCIS), National Crime Squad (NCS) and police forces play key operational roles in tackling organised crime.

Our other partners include H.M. Customs & Excise(HMC&E), the security and intelligence agencies, and the Financial Services Authority. These agencies come together at an operational level in the Organised Crime Strategy Group, which considers threats, the strategic response, and priorities. In particular it oversees sector-specific activities, such as the work of the Concerted Inter-Agency Drugs Action group (CIDA) and the Reflex group, which tackles people smuggling. Internationally, we continue to work closely with partners in the EU and elsewhere.

Resourcing by the Home Office is only a small proportion of the total effort which includes that of other Departments and agencies.

Delivery in 2003-04

Despite the challenges, we have made real progress in addressing both terrorism and organised crime. The National Technical Assistance Centre (NTAC) has become fully operational, enhancing our ability to derive intelligible material from lawfully intercepted computer-to-computer communications and from lawfully seized computer data. Preparations have also began for a new Serious Organised Crime Agency. This will bring together NCIS, NCS and parts of HMCE and the Immigration and Nationality Department and co-operate closely with police forces and the security services, while taking national responsibility for combating national and international criminal groups. On 29 March 2004 we published the White Paper, "One Step Ahead", setting out a strategy for tackling organised crime more effectively.

Counter Terrorism

Our strategy is to:

- Reduce the threat by: understanding its nature; targeting the key organisations and people concerned; alongside overseas engagement and the active pursuit of terrorist groups;
- Ensure that we are resilient against attack by protecting potential targets and by having in place the ability to respond quickly and minimise the impacts, were an attack to occur.



During 2003-04 **action** included:

- Strengthening the powers available through legislation including the Criminal Justice Act 2003 and the Extradition Act, whilst continuing to ensure that they are used in a careful and fair manner, as supported by the publication of Lord Carlisle of Berriew's review of the Anti-Terrorist, Crime and Security Act;
- Improving our ability to deal with major incidents. The Civil Contingencies Bill, introduced by the Cabinet Office, will update emergency powers, improve the planning process at a local level, build better contacts between agencies and clarify the link between local areas and central government;
- Strengthening aviation security by implementing recommendations from the Wheeler Review. This includes the national roll out of the Multi Agency Threat and Risk Assessment Methodology which takes a joined up approach to airport security and a more coherent response to threats;
- Improving the electronic and physical security of Critical National Infrastructure. This includes the strengthening of the National Infrastructure Security Co-ordination Centre;
- Holding counter terrorist exercises involving all emergency services, to ensure that we are able and prepared to deal with a potential terrorist attack;
- Delivering protective security to individuals at threat from terrorist attack;
- Enhancing our preparedness to deal effectively with Chemical, Biological, Radiological or Nuclear (CBRN) threats, for instance through programme Cyclamen;
- Agreeing with our EU partners a programme of practical action to combat terrorism following the Madrid bombs of 11 March 2004 and establishing a Joint Contact Group with the United States to disrupt international terrorism and improve our preparedness.

Total spending on counter terrorism activities cannot be separately identified.

Programme Cyclamen

Programme Cyclamen is a key element of the Government's counter terrorism programme and is one of a wide range of measures designed to ensure that the UK is protected from and resilient against attack. Trials began in 2002-03, with rollout ongoing over the next three years. This cross-departmental initiative will screen traffic entering the country for the illicit importation of radioactive materials. It is a major programme and the Government is determined that our security measures remain world class and take into account the latest technological innovations and research.

3

Organised Crime

Our strategy takes a harm reduction approach, requiring success on three fronts simultaneously

- Reducing the vulnerability of the public and private sector to attack by organised crime;
- Disrupting the businesses and their markets and increasing the seizure of illegally funded assets, in order to make criminal enterprise unprofitable in the UK;
- Increasing the risk for criminals by prosecuting the key players involved in organised crime.

Our ability to disrupt organised crime has been significantly enhanced by the new powers within the Proceeds of Crime Act and the establishment of the Assets Recovery Agency. The Extradition Act and the Crime (International Co-operation) Act are increasing our ability to extradite serious and organised criminals (including terrorists) and modernising our arrangements for international police and judicial co-operation.

During 2003-04 **action** included:

- Announcing the formation of the Serious Organised Crime Agency, which will take charge of delivering our strategy;
- Steps to reduce the vulnerability of the public and young people in particular to drugs, including the FRANK communications campaign (see page 62);
- Continuing intelligence work aimed at fighting people-smugglers has led to the disruption of 38 organised criminal gangs, and the conviction of 38 facilitators – 121 significant Class A trafficking groups had been disrupted to December this year. The (provisional) number of recorded disruptions of all organised crime groups to March 2004 was 637;¹⁴
- Agreeing, in July, a Multi-Agency Asset Recovery Delivery Plan. The amount of criminally acquired assets seized has increased from £23.5m in 2000-01 to £47m in 2002-03 (£41m in confiscation orders and £6m in cash forfeitures). £41.5m of assets have been recovered from drug traffickers and other major criminals to date in 2003-04. We are on track to meet the planned target of £45m in 2003-04;
- Reducing the cash seizure threshold from £10,000 to £5,000, allowing police and customs to seize more suspect cash. The Order to set the minimum amount at £5,000 came into force on 16 March;
- Agreeing with the Association of Chief Police Officers (ACPO) a new police incentivisation scheme to be introduced in 2004-05 that will enable police forces in England & Wales, and the Police Service of Northern Ireland, to receive a share of the criminal assets they recover locally, in the following year;



ASSETS RECOVERY AGENCY

The Serious Organised Crime Agency

The Home Secretary announced plans for the formation of SOCA on 9 February 2004. The new agency will bring together the National Criminal Intelligence Service, the National Crime Squad, the work of HM Customs and Excise on drug enforcement and the recovery of related assets, and the Home Office's responsibilities for combating organised immigration crime.

The White Paper, "One Step Ahead: A 21st Century Strategy to Defeat Organised Crime", published on 29 March 2004 set out additional proposals to improve our ability to tackle organised crime. These included: legislation to improve our ability to effectively prosecute those involved in organised crime, for example through witness protection, making it easier for defendants to testify against co-defendants; a review of the existing sentencing regime to ensure that sentences fit the seriousness of the crime and enhanced powers allowing for closer scrutiny of criminals' finances after release.

Many of these powers will also be effective against terrorist organisations which share many of the same characteristics of tight-knit organisation and internal discipline.

¹⁴The SR 2000 PSA 9 target was 524. Measurement changes means that this is not compatible.

- Establishing four new multi-agency Regional Asset Recovery Teams (RARTs) to disrupt organised crime groups, confiscate more criminal assets and tackle money laundering;
- We will shortly be publishing a national strategy and targets for tackling hi-tech crime. The National High Tech Crime Unit exceeded its targets by effecting 47 arrests, and disrupting or dismantling 16 criminal groups;
- Undertaking two public consultations on communications issues and implementing relevant legislation on the ability of public authorities to acquire and to hold communications data.

Total spending on tackling organised crime cannot be separately identified.

Operation Seagate

This tackles the trafficking of women into the UK for the sex trade. Seven victims believed they were being smuggled into the UK for employment in the restaurant sector, but on arrival were raped, beaten and forced into prostitution. A former Yugoslavian national (naturalised in December 2001) was charged with 23 offences, including the facilitation of illegal entry, kidnapping, procuring a girl to have unlawful sex, incitement to rape, and false imprisonment. He was found guilty of kidnapping (two counts) and of living off immoral earnings and sentenced to ten years in January 2004. Further arrests were made in Romania, with the help of the Reflex Romania team.

The Metropolitan Police are investigating the proceeds of crime, as the gang member had several assets abroad, purchased from the proceeds of his crimes

Future Delivery

Over the next year we will combine a further increase in resources for tackling organised crime and combating terrorism with action to enhance our ability to disrupt, deter and prevent those threatening the safety of our communities. We will work more closely with our partners in the EU, the US and other countries to combat terrorism, to improve the security of our borders and to bear down on organised crime. We shall make these important themes for the UK's impending Presidencies of the G8 and EU in 2005.

During 2004-05, in partnership with others, **key actions** include:

- Combating serious and organised crime by:
 - increasing criminal assets recovered to at least £60m;
 - preparations for the formation of the Serious Organised Crime Agency including the appointment in summer 2004 of the Chair and Director General Designate;
 - consulting on the proposed new powers against organised crime set out in the White Paper "One Step Ahead: a 21st Century Strategy to Defeat Organised Crime";
- With our delivery partners further improving our understanding of terrorist networks, disrupting them and where possible bringing them to justice;
- Strengthening the security of Critical National Infrastructure and airports and continuing to enhance protection against the possibility of a chemical, biological, radiological or nuclear attack;
- Following through the discussion paper on terrorism powers issued in February 2004 and arranging for a counter terrorism exercise with the United States for early 2005.



AIM 3

To ensure the effective delivery of justice, avoiding unnecessary delay, through efficient investigation, detection, prosecution and court procedures. To minimise the threat to and intimidation of witnesses and to engage with and support victims.

Spending £m	1998-99 Outturn	1999-00 Outturn	2000-01 Outturn	2001-02 Outturn	2002-03 Outturn	2003-04 Outturn*	2004-05 Plans	2005-06 Plans
Resource	303.32	353.53	396.99	410.13	340.11	279.52	339.43	359.47
Capital	0.6	0.4	0.42	1.27	5.44	28.2	141.0	146.0

Overview and Strategy

Our goal is an efficient and responsive Criminal Justice System that brings more of the guilty to justice, while supporting the victims of crime:

- Low public confidence in the Criminal Justice System (CJS) is not only socially corrosive but discourages the reporting of crime, gathering of evidence, and willingness of people to come forward as witnesses;
- Home Office research suggests that, at any one time, 10% of offenders – a group of about 100,000 in size – will be committing half of all serious crime;
- 40% of witnesses do not want to give evidence again due to intimidation, or the experience of going to court and being cross examined.

Our strategy is to:

- Narrow the “Justice Gap” between offences committed and those brought to justice, ensuring that modern and effective detection methods are used; that suspects are charged with the right offences, that the court process is efficient and that the number of ineffective trials is reduced;
- Increase confidence in the CJS; improve the experience of victims and witnesses by providing better services to support and protect them; and help victims and witnesses feel they are playing a valuable role in the delivery of justice;
- Enforce sentences and orders of the courts;
- Put in place a comprehensive system to help people stop re-offending (see Aim 4).



*Estimate

The Home Office helps co-ordinate the wider CJS, involving the Police, Prison and Probation services, Youth Offending Teams (YOTs), the Courts and the Crown Prosecution Service. Particular responsibilities include: the policy on criminal law, funding of criminal injuries compensation, the Criminal Cases Review Commission and Victim Support; work across the CJS tackling racial discrimination and improving minority engagement; and running the Criminal Justice IT organisation, a body which oversees the integration of information systems across the CJS.

Delivery in 2003-04

We have continued to make progress towards our key targets. New systems and processes are in place and there is an upward trend in performance across main CJS activities. A major development was the establishment, in April, of 42 Local Criminal Justice Boards (LCJBs).

Partnership in Delivering Criminal Justice

The CJS is managed through a trilateral partnership consisting of:

- A National Board, which brings together Ministers and the most senior officials from the Home Office, the Department for Constitutional Affairs and the Crown Prosecution Service alongside agency Chief Executives and other senior CJS figures;
- Local Criminal Justice Boards (LCJBs), made up of the police, CPS, courts, probation, prisons and YOTs in a geographical area. These will strengthen accountability for the delivery of our key target.

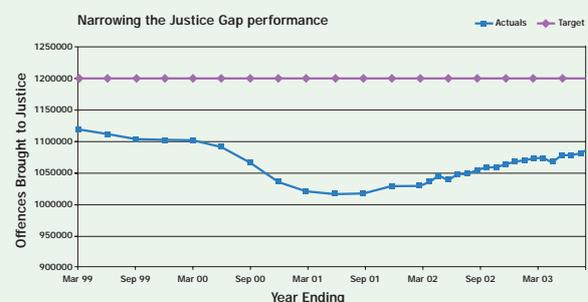
Partnership is backed by joint funding and reform programmes: the central CJS reserve of £225m pa for joint initiatives; and CJS IT funding of £1.2bn over 3 years to modernise information and management systems, such as secure email.

Narrowing the Justice Gap

Information on our progress for the year ending March 2004 should be available in July 2004. However:

- Figures for the year to December 2003 show that 1,096,399 offences were brought to justice, up 35,313 (3%) on the year.¹⁵ The proportion of ineffective trials in Crown Courts fell to 18.8% in January 2004, compared with 24% in March 2003; the proportion in Magistrates Courts fell to 29% from 31%.

Our strategy for ensuring that more offenders are caught, sanctioned and offered rehabilitation rests on improving the performance of the CJS at local and national levels. We will tackle existing barriers to our success, for instance by improving warrant enforcement and defendant attendance and will target persistent/prolific offenders. This will in turn improve public confidence in the system.



¹⁵SR 2000 PSA 6 baseline 1.04m

In 2003 the average time from arrest to sentence for persistent young offenders, our SR 2000 PSA 8 target, was 66 days.

During 2003-04 **action** included:

- Developing with CJS areas, a quarterly self-assessment programme that helps them identify where they need to improve. By October 24 of the local areas were already delivering the 5% increase in offences brought to justice agreed for the year as a whole. Local targets have been set for 2004-5;
- Concentrating national support on the issues most crucial to target delivery, and on the implementation of two specific priorities identified in local plans. Centrally driven reform programmes such as the Criminal Case Management Programme and improved CJS IT, are also helping local areas to improve their performance;
- Disseminating best practice on warrant enforcement, improving case file quality and cautions and giving guidance on issues like support for witnesses to encourage more of them to come forward;
- Rolling out the Persistent Offender Scheme (including J-track, a supporting web-based IT system), to help local agencies bring to justice and rehabilitate prolific offenders (people who have committed six or more recordable offences in the last 12 months);
- Working with local areas to speed up data on offences brought to justice. As of the end of December 2003, only ten areas were not providing data within three months. Of these, six were providing data within four months.

We spent £14 million directly on narrowing the justice gap during 2003-04. Total spend across Government cannot be identified.

Improving Public Confidence

Figures for the year ending March 2004 will be available from the BCS by July 2004. However:

- As of December 2003, 40% of people have confidence in the effectiveness of the CJS in bringing offenders to justice. This is against a baseline of 39% for the year to March 2003.¹⁶

Public confidence rests fundamentally on our success in reducing crime (see Aims 1, 4 and 5); in ensuring that justice is done (see above); improving services provided to support and victims and witnesses; and ensuring that sentences are seen to be enforced. A strategy is also in place to improve confidence further. This involves improving how CJS agencies engage with and communicate with the public, particularly at a local level.

Enforcement

Enforcing warrants, fines and sentences is essential if the public is to have confidence in the CJS. The Correctional Services (see Aim 4) plays a key role in enforcing custodial and community sentences. Other steps undertaken during 2003-04 include:

- New police powers to impose conditions on bail before a defendant is charged;
- Guidance issued by the Lord Chief Justice instructing sentencers to deal robustly with defendants failing to attend court hearings;
- Tougher fine enforcement, including the creation of a central targeted intervention team and the piloting of compulsory attachment of earnings orders for defaulters and increases for those who default on fines);
- Proceeds of crime (asset recovery) – the new Assets Recovery Agency became operational in 2003-04 (see Aim 2).

¹⁶It is not possible to provide reliable trend data comparing 2000 data and the Dec 2003 data. However, with this caveat, under SR2000 PSA 5 confidence in the CJS meeting victims' needs is 31% (against a SR2000 PSA 5 baseline of 26%); respecting the rights of the accused 76% (69%); dealing with cases promptly 37% (34%) and bringing people to justice 40% (46%).

During 2003-04 **action** included:

- All LCJBs setting out how they will improve victim and witness satisfaction, CJS staff engagement, community engagement, local communication and how they will increase overall public confidence. LCJBs have also set local targets for improving confidence levels;
- Launch of a CJS staff engagement programme to spread good practice, encourage increased joint-working and so improve the service offered;
- The passage of the Sexual Offences Act to improve the protection of children and the vulnerable, and the Criminal Justice Act to improve justice and the way it is delivered.



We spent £5 million directly on programmes to improve confidence in the CJS during 2003-04. Total spend across Government cannot be identified.

Better Support and Protection for Victims and Witnesses

Baseline information for our victims and witnesses targets will be available in July. However,

- The 2002-03 BCS indicated that 59% of victims were “very” or “fairly” satisfied with the way in which the police dealt with an incident. The overall satisfaction of witnesses, who attended court to give evidence, with the way they were treated by the CJS, as reported in the witness satisfaction survey 2002, is 78%.¹⁷

The national strategy to improve services for victims and witnesses was introduced in July 2003. Elements include strengthening the voice of victims and witnesses within the CJS and their rights; providing services that support and protect them alongside good quality information; and ensuring that CJS agencies, meet their day-to-day needs.

During 2003-04 **action** included:

- Publishing the Victims and Domestic Violence Bill. This establishes a commissioner who will represent the interests of Victims and Witnesses across Government and which introduces a statutory Victims Advisory Panel (VAP) and Victims and Witnesses code of practice for CJS agencies. The VAP was established on a non-statutory basis in March 2003 and has met 5

Criminal Injuries: Righting miscarriages of justice

During the year we provided the Criminal Injuries Compensation Authority (CICA) and complementary Appeals Panel (CICAP) with a resource budget totalling £200m – £170m for compensation and £30m for administration. This enabled CICA to more than match output (cases resolved) to input (new applications), resolving some 77,000 claims of which 54% attracted a monetary award. In addition, a provision was made for cases arising prior to the introduction of the “tariff” scheme.

We also allocated £7.6m to fund the costs of the Criminal Cases Review Commission, to ensure that miscarriages of justice are fully and independently investigated and a further allocation of £7.8m was made to fund compensation payments to victims of miscarriages of justice.

¹⁷Performance against our SR2000 PSA 7 target indicated that the proportion of victims “very” or “fairly” satisfied was 78% in 2002. Overall witness satisfaction from the Witness Satisfaction Survey rose by 2% compared to 2000.

times to date. Its first annual report has been published, demonstrating how the panel has provided a valuable victim's perspective on policy during the year.

- Carrying out the first national, cross-government overview of victim and witness work, identifying a range of services and 150 improvement projects. At a local level, all Boards set out their plans to improve support and protection to victims and six boards carried out audits of local provision;
- Setting a timetable for the introduction of further measures to help vulnerable and intimidated witnesses;
- Piloting, in partnership with the Greater London Authority and the Office of the Deputy Prime Minister, a new approach to re-housing intimidated witnesses;
- Allocating £30m to Victim Support to provide advice and help to victims and to support witnesses at criminal courts alongside publishing a consultation paper on establishing a Victims Fund to meet the needs of specific groups of victims (such as those of domestic violence and sexual crimes). We also piloted projects to help support victims of road traffic incidents and human trafficking.

Total spend on improving victims and witnesses' satisfaction across Government cannot be identified.

Improving performance & IT

The CJS needs to effectively manage its individual services and ensure that they support the work of each other within the wider CJS. Our programmes of police and corrections reform can be found under Aims 1 and 4. These are complemented by the creation, with the DCA and CPS, of stronger national and local partnership structures backed up with shared targets and a modernised CJS IT system.

During 2003-04 **action** included:

- The establishment, in April 2003, of 42 Local Criminal Justice Boards (LCJBs) to encourage joint-working, improve local engagement and accountability, and promote reform;
- Developing and implementing a robust performance management framework in each LCJB, based on quarterly self-assessment and feedback alongside clear reporting and evaluation arrangements. Performance reports are published quarterly and are available on CJS Online. A web-base IT package, JPIT, has also been introduced to provide performance data;
- The Criminal Case Management Programme, bringing together three projects to improve the effectiveness of the criminal justice process from arrest to sentence. It transfers responsibility for charging suspects accused of non-routine offences from the police to the CPS; victim and witness care is improved; and the Effective Trial Management Programme improves case preparation so that delays are reduced. These measures will begin to roll out in 2004-05.
- The introduction of the J Track web-based system to track persistent offenders, enables the police and CPS to share information;

Liverpool Community Justice Centre pilot

The Centre is a joint initiative between the three CJS departments and will serve the local community as a one-stop crime-busting centre dealing with anti-social behaviour and perpetrators of low-level crime.

Sentences will take into account the impact of the crime on victims and the wider community, as well as on rehabilitating the offender. The Centre will provide faster access to custody alternatives such as drug treatment; restorative justice; and debt counselling.

- The roll out of secure e-mail to all CJS Agencies, so that sensitive information can be exchanged. There has also been good progress in rolling out networked IT equipment into the courts and prisons and in providing custody, case preparation and case management systems to the police and the CPS.

Across Government over £400m was spent on CJS IT during 2003-04.

Future delivery

Continuing the CJS reform programme is our priority. We now need to embed the performance management systems we introduced last year with more challenging local targets set, and also rollout some of the new systems and processes that we tested during 2003-04.

Key actions for 2004-05 include:

- Implementation of the Criminal Case Management Programme, which will better co-ordinate the charging of suspects by police and CPS; improve victim and witness care and improve the effectiveness of trials;
- Active performance management by Local Criminal Justice Boards, led centrally by the National Criminal Justice Board;
- Improving enforcement of bail, fines and defendant attendance at court;
- Modernising CJS IT, including of linked case management systems;
- Improving the co-ordination of core confidence programmes across the wider CJS, including the delivery of Local Criminal Justice Board victims and witnesses satisfaction and public confidence plans;
- Better engagement through Local Criminal Justice Boards with all sections of the local community to increase confidence and involvement in the CJS and tackle racism and inequality.

AIM 4 To deliver effective custodial and community sentences to reduce re-offending and protect the public, through the prison and probation services in partnership with the Youth Justice Board.

Spending £m	1998-99 Outturn	1999-00 Outturn	2000-01 Outturn	2001-02 Outturn	2002-03 Outturn	2003-04 Outturn*	2004-05 Plans	2005-06 Plans
Resource	2,330.2	2,393.23	2,641.47	3,195.5	3,563.92	3,502.93	3,550.85	3,850.52
Capital	279.5	181.69	111.02	185.803	268.81	291.39	326.04	253.89

Overview and Strategy

Effective sentences, enforcement and sentence management play a key role in securing public confidence in justice and in ensuring that offenders are properly punished and helped to leave their lives of crime:

- Every year over two hundred thousand people in England and Wales are given a custodial or community sentence;
- Ex-prisoners alone account for around one million crimes, some 18% of the total recorded every year.¹⁸

The correctional services play a full role in tackling crime and its causes. Our strategy is to ensure that:

- Sentences and community punishments are rigorously enforced, in particular to protect the public from dangerous, violent and sexual offenders;
- Community and custodial sentences rehabilitate through programmes that deal with offending behaviour, educate people and give them the skills they need and tackle drug addiction.

Working in partnership is central to achieving this. Since February 2003 the commissioner for correctional services, located within the Home Office, has managed the Director Generals of both the Prison and Probation services and overseen the Youth Justice Board. Wider joint working is also critical. Work with juvenile offenders is carried out by multi-agency Youth Offending Teams (YOTs); the National Probation Service provides courts with reports on convicted offenders and works with the police to supervise serious offenders; Similarly the Prison Service has partnerships with the Departments of Health, Education and Work and Pensions. The voluntary and community sector is also important – there are up to 10,000 volunteers working in the youth justice system, for example.

* Estimate

¹⁸SEU study Reducing re-offending by ex-prisoners

Delivery in 2003-04

We continued to make good progress towards our key targets, notwithstanding additional demands on capacity from the Courts. At the end of March there were over 75,000 prisoners in custody – a rise of 2,000 during the year. In response, useable operational capacity has been increased by some 1,200 places, with plans to increase it by a further 2,500 places by the end of 2004. In contrast, the juvenile custodial population declined during 2003.

In January 2004 we announced plans to balance the demand for, and capacity of, correctional services and to integrate the prison and probation services through the creation of a single National Offender Management Service (NOMS).

Escapes and Enforcement

- During 2003-04 the rate of escapes was 0.07% of the population, well within the PSA target of 0.17% and there were no Category A escapes.¹⁹

The Prison Service's approach is based on strong performance management of security. It draws on its programme of tough security audits and where necessary tightens physical security at individual prisons and seeks to reduce escapes from escort or at court. Within the Probation Service, sentence enforcement also requires active management by local chief officers. During 2003-04 **action** included:

- Continuing to ensure effective management. As of February, more than 85% of prison establishments achieved their targets for searching (and three quarters of the balance met 90% of the target);
- Upgrading prisons holding category C prisoners with the potential of making a determined escape bid;
- Carrying out audits of the security of custody areas in court buildings installing, with the Department for Constitutional Affairs, 33 secure docks in courts to reduce "dock jumping"; and ensuring that video links are available in all Crown Courts;
- Enforcing community penalties where offenders have not complied with their supervision. Enforcement in such cases rose from 72% in April 2003 to 81% in December. At the end of December, 11 probation areas were already either meeting or exceeding the target of 90%.

Illustrative estimates suggest that sentence enforcement accounts for roughly a sixth of the total corrections budget.



Electronic Monitoring of Offenders

Overall, in excess of 100,000 offenders have been tagged and monitored since 1998. Tagging has been used extensively with Home Detention Curfews, community sentences, Detention and Training Orders and bail conditions. By April 2005 the Probation Service plans to introduce new contracts for the delivery of electronic monitoring. This will, allow us to pilot new technologies including biometrics and global positioning systems and enable the Probation Service to track offenders in real time as well as to monitor curfews.

¹⁹During 2003-4 the rate of prisoner escapes was 0.07% of the population and there were no Class A escapes, thereby meeting SR2000 PSA target 12.

Reducing Re-offending – adults

Reconviction rate targets are base-lined against performance in the first quarter of 2000. Performance information is not yet available, but that for earlier periods indicates that reconviction rates have been falling.²⁰

Offending has many causes but providing offenders with basic skills such as in reading and writing; making them face up to the causes and the impact of their offending behaviour; and undergoing drug treatment, can lower the likelihood of reconviction.

During 2003-04 **action** included:

- Offenders achieving 50 thousand awards for basic skills giving many of them the ability to find a job and leave their lives of crime for the first time;
- 4,709 prisoners and 9,177 offenders (end December figures) under probation supervision completed an independently-accredited Offending Behaviour Programme designed to help them face up to their crimes and to change their ways;
- 21,919 prisoners (provisional end December figures) entered employment, education or training on release, up 66% on last year, through the Prison Service's Custody to Work initiative in partnership with Jobcentre Plus and employers.
- In March we published the Women's Offending Reduction Programme, a multi-agency strategic plan to deliver a joined-up response to the needs of women offenders.
- Increasing the number of offenders starting a Drug Treatment and Testing Order in the community; and by the end of December 3,378 were on drug rehabilitation programmes in prison – up 6% on the same period of 2002.

Building Partnerships: Building on Success

In January, the Government, in response to an independent report on the correctional services, announced plans to build on existing joint-working between the Prison and Probation services through the creation of a single National Offender Management Service (NOMS). The new Service, will help ensure:

- A focused approach to offender management. This will be of increasing importance with the introduction of new sentences such as Custody Plus served partly in prison and partly in the community;
- Greater value for money through contestability to extend the use of voluntary, "not for profit" and private sector provision where this is more cost effective.

We also increased partnership working with the Departments of Health and Education and Skills (DfES), which took responsibility, respectively, for increased funding of prison primary healthcare and vocational training. From April 2004 DfES will also take the lead on providing probationer's education and training.

We are continuing to develop our programme of work with those offenders with dangerous and severe personality disorders, providing more than 240 places in Frankland and Whitemoor prisons and in Broadmoor and Rampton hospitals by the end of 2004.

²⁰SR 2000 PSA 10 target.

- The new OASys risk assessment to be used jointly by the Prison and Probation Services has been introduced in all Probation Services Areas; and preparations have been made for its introduction in the Prison Service during 2004;
- January we piloted intermittent custody at Kirkham, a male open prison in Lancashire and at Morton Hall, a women's prison in Lincolnshire. The use of intermittent custody is designed to reduce the loss of employment and family breakdown, which can accompany periods of full time custody.

It is not possible to accurately identify the full costs of reducing re-offending. However, illustrative estimates suggest that, including the work of the YJB, it accounts for over a fifth of the total corrections budget.

Supporting Victims

We are committed to putting victims at the heart of the Criminal Justice System. In the first half of the year the Probation Service contacted 6,788 victims of serious sexual or violent offences within the service's eight-week target. This represented 91% of eligible victims, compared with 79% in the comparable period.



Reducing re-offending – juveniles

Reconviction targets are baselined against the first quarter of 2000. The 2001 outturn was a 22% reduction on 1997.²¹

The Youth Justice Board, a Non-Departmental Public Body is responsible for the youth justice system in England and Wales. This includes responsibility for Youth Offending Teams (YOTs), which are made up from local staff from education, social, health, probation and prison services as well as responsibility for community sentences and for commissioning custodial sentences for those aged under 18. It disseminates good practice, reflecting what works in preventing offending, and negotiates service standards with providers of custodial capacity.

During 2003-04 **action** included:

- Publishing good practice guidance for YOTs on improving their effectiveness and credibility in promoting alternatives to custody;
- The national roll out of the Intensive Supervision and Surveillance (ISSP), a tough community-based punishment programme was achieved, ahead of schedule in October. By end January 3,778 young offenders had started ISSPs, well ahead of target;
- Undertaking specific work with the ten YOT areas where the use of custody appears to be particularly high.

²¹SR 2000 PSA 10 target.

Future Delivery

We will continue to focus on punishments to protect the public and reduce re-offending by rolling-out measures from the Criminal Justice Act, which received Royal Assent in December. These include Custody Minus, a new sentence under which a prison term is suspended if the offender sticks to tough conditions; a more flexible range of options for sentencers under generic community punishments; and early preparation for the roll-out of Custody Plus. These will be matched and supported by the establishment and development of the National Offender Management Service (NOMS) and programmes that demonstrably tackle the root causes of offending.

Key actions for 2004-05 include:

- The establishment, of the National Offender Management Service;
- Implementation of measures in the Criminal Justice Act 2003;
- Prisoners achieving 56 thousand basic skills and 120 thousand work skills qualifications while offenders under probation supervision will achieve 8,000 basic skills qualifications;
- Ensuring a 14% increase (from 2002-03 levels) in the number of prisoners with a job, training or education on release;
- Ensuring full use of video links in Magistrates and Crown Courts and that the security ratings within prisons are maintained;
- Around 50 thousand offenders in prison with problems with drug addiction will receive some intervention, maintenance, detoxification or treatment.

Intensive Supervision and Surveillance Programme (ISSP)

Ryan, 17, was given an ISSP after being convicted of burglary. He is an only child, and is the sole carer for his mother, a former drug user dependent on benefits.

Ryan's ISSP was individually tailored to meet his specific needs. It consisted of 37 hours a week of education, employment and training, Princes Trust training, indirect reparation, family support, work on offending behaviour, victim awareness, substance misuse, and anger management. These interventions were mainly provided on a one-to-one basis, but interpersonal skills training and anger management was facilitated by group mentoring at a local rugby club.

Ryan has progressed well and reports from the Princes Trust are exemplary. The Youth Offending Team is impressed with his progress and commitment to the programme, and Ryan is now a valued member of the rugby team.

Ryan says: "The ISSP has been good for me, it has shown me that there is more to life than hanging round street corners. It has introduced me to the rugby club – I've always wanted to play. I have made new friends. It has provided me with qualifications and employment opportunities. I'd be stupid to offend again'.

AIM 5

To reduce the availability and abuse of dangerous drugs and build a coherent, co-ordinated drugs strategy covering education and prevention, supply and misuse. To focus on effective intelligence and detection, preventative measures at local level, community regeneration and – with other relevant Departments and agencies – the provision of necessary treatment and rehabilitation services. To reduce the incidence of drugs in prisons and provide appropriate follow-up and remedial services

Spending £m	1998-99 Outturn	1999-00 Outturn	2000-01 Outturn	2001-02 Outturn	2002-03 Outturn	2003-04 Outturn*	2004-05 Plans	2005-06 Plans
Resource	3.36	8.4	9.25	33.67	87.23	144.63	255	325
Capital	–	–	–	–	–	0.5	4.2	11.3
Total resource across government²²	–	–	–	–	1,026	1,244	1,344	1,483

Overview and Strategy

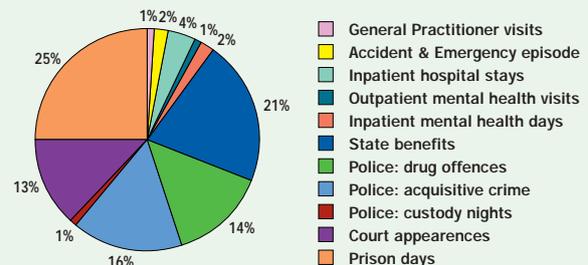
Drug misuse is one of the most crucial challenges facing society. It harms not only the health and well-being of the user, but also families, the community and society at large. Drug misuse fuels over a third (some £19bn) of the total economic and social costs of crime in England and Wales, 99% of which is caused by around 250,000 problematic drug users.

The Ten Year Drug Strategy introduced in 1998, and updated

December 2002, concentrates on the most dangerous drugs, the most damaged communities and the individuals whose addiction and chaotic lifestyles are most harmful to themselves and others. We will only be successful if we stop young people from developing drug problems; reduce drugs on our streets and cut the numbers of people with existing problems by getting them into treatment.

These aims are mutually reinforcing. Prevention reduces future demand on treatment services, treatment reduces drug-related crime in communities and reduced supply makes drugs less accessible to the young.

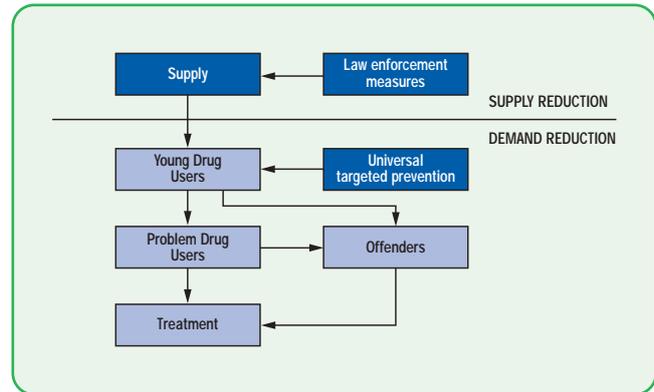
Economic costs of Class A drug misuse, England & Wales, 2000



*Estimated

²²Estimated

Delivery depends on effective partnership. While the Home Office takes the lead in driving the Strategy, responsibility for its delivery is shared with other Whitehall Departments including the Department for Education and Skills (educating young people), H.M. Customs and Excise (reducing supply) and the Department of Health (drug treatment).



The same is true locally. Schools play a vital role in ensuring that children have access to drug education and the Police, Prison and Probation Services are crucial in channelling offenders into treatment. Drug Action Teams (DATS) co-ordinate activities at a local level involving Primary Care Trusts, Local Authority social services, Youth Offending Teams, voluntary sector and community organisations and others.

Delivery in 2003-04

The nationwide FRANK communication campaign was launched to make credible information and advice easily available to young people, their carers and families. This message was supported by the reclassification of Cannabis in January 2004.

The implementation of the Criminal Justice Interventions Programme (CJIP) in the 30 areas most affected by drug-related crime has been a top priority this year, alongside efforts to improve drug treatment and reduce waiting times. The Criminal Justice Act will strengthen our ability to get offenders into treatment.

Young People

Information on Class A drug use in the year ending in March 2004 will be published in the British Crime Survey towards the end of 2004. The latest British Crime Survey data shows:

- Class A drug use among young people²³ has been broadly stable since 1996 with recent falls in some individual drugs.

Universal education programmes help give all young people and their families the information they need to protect themselves from drugs. Targeted activity with early intervention and treatment help support the most vulnerable young people before drug problems escalate. We have involved mainstream services - education, social services, the Youth Justice Board and Connexions – in preventing drug use and ensuring that drug misuse is regarded as a priority when allocating resources.

During 2003-04 **action** included:

- Launch of the FRANK communication campaign, to drive home the risks of drug misuse and to provide credible advice and support. 180,000 calls were made to the FRANK helpline in the first six months;

²³Percentage of young people reporting use of class A drugs within the past year 8.2% in 2002-03 against a SR2000 PSA target 3 of 6.225% by 2005 and 3.8% in the last month against a target of 2.6%. Revision to target reflects the 2000 review of the focus and effectiveness of the national drugs strategy, in particular the need to address problem usage at an early stage.

- Publication of new drugs guidance for schools by DfES;
- Launch of “Blueprint” drug prevention lessons in 23 schools. Together with parent workshop trials, these form part of our long term evaluation of drug education;
- Start of 37 new Positive Futures projects, bringing the total to 104 to get the most vulnerable involved in sports and art to help them resist drug misuse;
- Launch of young people arrest referral pilots in 10 areas. Helping young offenders into treatment and supporting those most at risk of developing serious drug problems.

We are also joining up services for young people to help reduce bureaucracy. Over 80% of DATs produced integrated plans and in 25 DATs, pooled budgets for young people’s substance misuse services were piloted and evaluated. The new Young People Substance Misuse Partnership Grant will be allocated to all 149 DATs from April 2004.

Direct annual expenditure across government on tackling abuse among young people during 2003-04 totalled £149m.

Reducing Supply

Information on the quantities of Class A drugs taken out during 2003-04 will be available in the summer.²⁵ In the first nine months of the year:

- 1.67 tonnes of heroin and 16.8 tonnes of cocaine were taken out of the supply chain and 121 significant trafficking groups were disrupted. £19.7 million of drug-related criminal assets were confiscated.²⁴

This is led by HM Customs & Excise working closely with the Foreign and Commonwealth Office, the Home Office and other agencies that form the Concerted Inter-Agency Drugs Action Group (CIDA). Action takes place right along the supply chain including international smuggling routes, operations against “middle market” dealers who supply those at street level and recovery of illegally-acquired assets, to remove the profit from trafficking.

During 2003-04 **action** included:

- Reducing opium production in Afghanistan through the introduction of legislation, training of law enforcement officers and an anti-drugs public awareness strategy. Customs facilities are operational at Kabul airport;
- Disrupting cross-region drug dealing networks. Two further multi-enforcement agency ‘middle market’ teams covering Merseyside and South Wales became fully operational this year. A further team comprising 30 police and 30 customs officers is being created to tackle middle market supply across London;
- Making trafficking unprofitable. We have seized about £1m per week, much of which is drug-related, and the establishment of the Assets Recovery Agency.
- Significant progress in tackling crack cocaine through the National Crack Action Plan. Several trafficking routes were dismantled and security against smuggled cocaine at all air and sea ports has improved. The Anti-Social Behaviour Act 2003 gives the police new powers to quickly close crack houses.

Direct annual expenditure across government on reducing supply during 2003-04 totalled £380m.

²⁴By its nature, seizure performance is volatile and whilst so far this year, cocaine has exceeded expectations, heroin performance is lagging. CIDA is implementing an action plan drawn up specifically to bring heroin performance back on track.

Communities

A robust baseline reflecting drug-related crime will be published during October 2004²⁵

- Interim figures from the Offenders' Index, used as an interim proxy shows a reduction of 2% in the volume of drug-related acquisitive crime convictions for the year ending June 2003, compared with the previous year.²⁶

Drug misuse, drug-related crime and dealing corrodes our communities, particularly those with the most acute problems of social exclusion. Our strategy centres on increasing the number of problematic drug users in treatment, particularly in the 30 areas most affected by drug related crime. We are targeting offenders at every stage of the Criminal Justice System and providing them with through-care and aftercare to help break the cycle of crime and drug addiction. Early intervention is proving successful in referring drug users into treatment. Offenders completing Drug Treatment and Testing Orders (DTTOs) have significantly lower levels of reconviction (53%) than those whose orders were revoked (91%). The Criminal Justice Interventions Programme (CJIP) is a three-year programme to develop and integrate measures to get drug-misusers out of crime and into treatment. These processes will become the normal way of working with drug-misusing offenders across England and Wales.

During 2003-04 **action** included:

- Ensuring that drug testing on charge is in place in all 30 areas;
- Making enhanced arrest referral, that extends the role of the drugs worker into providing basic treatment, available throughout England and Wales;
- Improving through-care by having dedicated case management teams in place in 80% of the 30 areas;
- Making 9,000 Drug Treatment and Testing Orders (50% up on 2002-03);
- Passage of the Criminal Justice Act will enable the testing of 14-17 year olds introduce presumption against bail for those individuals unwilling to accept help; and enable treatment conditions to be attached to conditional cautions;
- Making drug services available in all juvenile custodial institutions.

Treatment and Testing

"John" started using heroin at 19; he has 28 convictions, has been to prison four times and also lived rough for five months. When he was first sentenced to a Drug Treatment and Testing Order (DTTO), he was still living rough and stealing. Arrested again, he was given a second chance on a DTTO, on condition that he lived in a Probation & Bail Hostel.

Since taking an opiate blocker "John" has not used drugs. He also takes part in Think First, a course on problem solving. He now resolves problems by talking to the hostel staff. The Prince's Trust has arranged for him to do work experience, shadowing a carpenter on site with a local building company. He is going to college in September to do an NVQ and would like to become a self-employed carpenter.

²⁵There is no single simple measure of drug-related crime. A proxy measure of trends in drug-related crime based on conviction data has been produced and a more robust baseline using Arrestee Survey will be available from October 2004. This will be supplemented by a basket of indicators, including recorded crime statistics, CJIP monitoring data, and data, if feasible, from the Police National Computer System.

²⁶It has not been possible to assess performance against SR 2000 PSA 11 target. New Adam survey discontinued.

As well as crime, many communities suffer from other effects of drug misuse such as discarded needles and anti-social behaviour. An ambitious programme is in place to address these issues in the poorest and most affected and vulnerable communities. Comprehensive guidance and support has been provided to help partnerships and providers tackle the issues of drugs in clubs and rented housing, the problem of homelessness, of crack houses and on the twin issues of begging and street sex markets, both of which are largely created by drug dependency.

Direct annual expenditure across government on communities in 2003-04 totalled £212m.

Treatment

- National drug treatment data shows that during 2002-03 there were 140,900 drug users in treatment – up 41% since 1998. 57% of these successfully completed or sustained treatment.

Delivery of the Treatment PSA target is led by the Department of Health. The evidence tells us that treatment works – it breaks the cycle of drug misuse and crime. At the same time there is evidence that outcomes vary considerably, underlining the importance of raising standards.

During 2003-04 **action** included:

- Reducing average waiting times to just 3.2 weeks in December 2003 – down by almost two-thirds since December 2001;
- Increasing the number of drug treatment workers to 9,181 by December, up 36% from 6,738 in March 2002, exceeding the target of 9,000 by 2008;
- Having drug treatment included in the star ratings for Primary Care Trust performance; new guidance on injectable heroin and methadone treatment published by the National Treatment Agency (NTA); and a wider range of treatment interventions for crack cocaine becoming available, supported by NTA best practice guidance;
- Drug related deaths fell by 7% between 2001 and 2002 (the latest data available) and are now at their lowest level since 1998.

Direct annual expenditure across government on treatment in 2003-04 totalled £503m.

Out of crime, into treatment: Criminal Justice Interventions Programme (CJIP)

CJIP – believed to be a world-first – involves criminal justice and treatment agencies working together with other services to provide a tailored solution for individuals who commit crime to fund their use of Class A drugs.

The three-year programme builds on the best existing solutions available and introduces new elements. At local level integrated teams, using a case management approach, provide access to treatment and support from an offender's first point of contact with the criminal justice system through custody, court, sentence and beyond. Special measures for young offenders are also being implemented.

CJIP recognises that treatment works and has a real impact on individuals' health. It is an effective way to get drug misusing offenders out of crime, helping them, ensuring communities offer less crime and saving substantial Criminal Justice Systems costs.



Future Delivery

Our focus will remain on reducing the use of the most harmful Class A drugs and to reduce drug-related crime by getting more problematic drug users into treatment; better education to reduce demand; and disruption of supply.

Key actions for 2004-05 will include:

- All local areas providing drug-related assessment, referral, treatment and other support to vulnerable young people;
- Delivering the Criminal Justice Interventions Programme, including: the piloting of Criminal Justice Act drug provisions; and making at least 12,000 Drug Treatment and Testing Orders;
- Sharply reducing attrition rates from drug testing offenders at charge through to completion of treatment;
- Working with the Department of Health and the National Treatment Agency deliver better treatment outcomes, including reduced drug treatment waiting times down to a maximum of 2 to 3 weeks.

AIM 6

To regulate entry to and settlement in the UK effectively in the interests of sustainable growth and social inclusion. To provide an efficient and effective work permit system to meet economic and skills requirements, and fair and fast effective programmes for dealing with visitors, citizenship and long term immigration applications and those seeking refuge and asylum. To facilitate travel by UK citizens.

Spending £m	1998-99 Outturn	1999-00 Outturn	2000-01 Outturn	2001-02 Outturn	2002-03 Outturn	2003-04 Outturn*	2004-05 Plans	2005-06 Plans
Resource	357.66	794.74	1,336.4	1,625.43	1,847.56	1,891.45	1,697.4	1,709.0
Capital	5.0	23.35	83.7	149.14	28.9	110.69	32.57	46.0

Overview and Strategy

Travel and migration brings huge benefits to the UK through greater economic activity, increased skills, cultural diversity and global links:

- In 1999-2000 migrants paid £2.5 billion more in taxes than they received in benefits;
- Industries like food processing and hospitality who cannot recruit UK workers need migrants to fill vacancies, whilst Highly Skilled Migrants such as engineers and scientists bring new innovations and capital to the UK;
- In 2002 ninety million people passed through the UK reflecting our position at the forefront of the global economy.

Our approach to managing migration is balanced: welcoming those who come here legally and contribute; but being tough with illegal immigrants and those who would abuse our asylum system. It is based on:

- Strengthening our borders to prevent people entering the UK illegally and reducing the intake of unfounded asylum claims; improving and expanding legal entry routes; and improving the protection we offer to refugees worldwide;
- Reducing the time taken to process applications and increasing the number of failed applicants removed;
- Reinforcing citizenship: developing greater meaning for our common citizenship and supporting social and economic integration.

The Asylum and Immigration Bill (published on 27 November 2003) sets out the third phase of reforms to the asylum and immigration system, building on the Immigration and Asylum Act 1999 and the Nationality, Immigration and Asylum Act 2002. The measures in the Bill will provide a quicker, more robust system that offers a refuge to those in need of protection whilst tackling illegal immigration and abuse of the system. It will unify the immigration and asylum appeals system into a single tier of appeal coupled with oversight by the higher courts; and deter the deliberate destruction of travel documents undertaken to lodge unfounded claims or frustrate removals.

To pursue a balanced migration policy we must also build public trust by tackling abuse of the system and secure our borders but also build strong civic and community foundations if people are to have the confidence to welcome migrants.

We work in partnership with the Department for Constitutional Affairs (DCA) on the funding and management of the asylum appeals system; with UKvisas and HM Customs & Excise; and locally with bodies such as social services and police forces. Close working with our European partners has improved the security of UK borders.

Delivery in 2003-04

We made significant progress on reducing asylum intake, allowing us to speed up decisions and appeals, increase removals and then free up capacity to continue to bear down on intake, creating a “virtuous circle”.

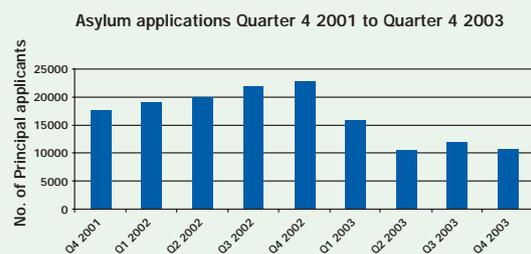
Secure Borders

- The number of new asylum claims was reduced from 8,770 in October 2002 to 4,225 in September 2003, exceeding the Prime Minister’s pledge to halve new applications. Overall intake has continued to fall to 3,535 in December.

We continued to implement the strategy begun in 2002-03 to tackle abuse of the asylum system and improving the security of our borders.

During 2003-04 **action** included:

- The roll out of new detection technology at ferry ports in France, Belgium and Holland. 100% freight searching in Calais has contributed to a significant reduction in clandestines detected in Dover (compared with the six months leading up to implementation);
- The development of juxtaposed controls in Calais and Dunkirk alongside immigration controls operating at Coquelles and the Eurostar stations (Paris, Lille and Frethun) have enabled UK-bound passengers to be checked by UK Immigration Officers before they travel. Juxtaposed Controls in Paris have successfully reduced by 90% the number arriving without proper documents into Waterloo;
- New visa regimes on Jamaica and Zimbabwe contributed to a significant reduction in asylum applications from these nationalities in December 2003 compared with the months before implementation;



- The introduction of tighter visa arrangements (direct airside transit visas) for 16 new countries in June 2003 and for a further six countries in October 2003. Nationals of these countries now need a visa in order to pass through the UK on their way to a third country. This has been imposed to stem abuse of the transit without visa concession. Initial findings suggest that this has been effective in reducing asylum claims from nationals of these countries at airports by over 50%;
- Further measures to prevent illegal entry include improved security around the Channel Tunnel entrances and the operation of a responsive Airline Liaison Network. To tackle the threat of displacement through other ports we are extending the use of detection equipment along the north European coastline in order to counter the activities of criminal gangs who traffic people across Europe;
- The expansion of non-suspensive appeals provision to a further eight countries (Albania, Bulgaria, Jamaica, Macedonia, Moldova, Romania, Serbia and Montenegro (including Kosovo and Former Republic of Yugoslavia) in April 2003 and seven countries (Bangladesh, Bolivia, Brazil, Ecuador, South Africa, Sri Lanka, Ukraine) in July 2003. Despite barriers to removal for some of these countries, 50% of cases are removed within 28 days. The result has been to cut intake from these nationalities by around 60%.

All our work has been underpinned by wider measures designed to make the UK less attractive to unfounded asylum seekers, including faster and more effective decisions and appeals, as well as more removals.

Spending on Secure Borders during 2003-04 is subject to confirmation.

Biometrics

Biometric technology is being developed to strengthen border control and tackle immigration abuse.

The United Kingdom Passport Service (UKPS) is working with the Foreign & Commonwealth Office on a project to introduce a UK passport containing a facial biometric image. This will give us experience of the technology necessary for a national identify card scheme, with respect to which the Passport Service is undertaking a feasibility study. In future, biometrics may also be included on residence permits which will form part of the "family" of ID cards.

Biometric information (fingerprints, facial recognition, and iris patterns) can also help to identify people who have entered the country legitimately but who then destroy their travel documents to claim asylum using a false identity.

Application Registration Cards include fingerprints of asylum seekers that are recorded on the Immigration Asylum Fingerprint System and can be checked through the Police and Immigration Fingerprint Exchange and the EU-wide database.

The fingerprinting of visa applicants has been piloted in Colombo, Sri Lanka. Data is transmitted back to the UK for use in immigration and asylum cases where identity is in dispute. Further expansion in five East African countries is underway.

Part of the e-Borders programme employs iris recognition technology to implement an automated border entry system as part of the immigration control at selected UK airports.

Brisk, Fair and Effective Asylum Processing

- 80% of the applications received in the period April to September had initial decisions reached within 2 months.²⁷

This has been delivered by ensuring that the casework capacity reached full strength at the beginning of the financial year and having the appropriate IT. The quality of decisions has been improved through training and feedback to caseworkers from decision sampling and appeal outcomes.

During 2003-04 **action** included:

- Moving cases through the appeals system faster and reducing the average processing time for new cases. During 2003 a record 81,725 asylum appeals were determined at the Independent Appeals Adjudicator, a quarter (27%) higher than 2002 and nearly double the number of appeals received by the Home Office (45,500). We also halved the number of appeals that had been lodged but not sent for decision. It is planned that the whole process will take six months or less from the initial claim to the final appeal outcome for the majority of cases and initial indications are that we are on track to achieve that for 2003-04;
- A fast-track pilot process began at Harmondsworth in April 2003. It involves detention for straightforward unfounded asylum claims and a reduction in decision and appeal time to around 28 days. Around 40% of those entering this process had been removed by the end of December 2003.



Spending on Brisk, Fair and Effective Asylum Processing during 2003-04 is subject to confirmation.

Enforcement and Removals

- Good performance at the beginning of the financial year put us in a strong position to remove 17,040 failed asylum seekers (including dependents) during 2003.²⁸

Agreements with a number of countries to assist with the return of failed asylum seekers and the expansion of the specialist family removal teams are crucial. Actions during 2003-04 included:

- New return agreements with China, India and Democratic Republic of Congo;
- A re-admissions agreement with Albania;
- A monthly charter flight removing failed asylum seekers to Afghanistan with over 250 enforced returns taking place so far;
- First Somalis returned to Somalia in December 2003 and the setting up of a Somali Action Team to open up other return routes;
- Over 150 voluntary departures to Iraq since July 2003.

Spending on Enforcement and Removals during 2003-04 is subject to confirmation.

²⁷Between April-September 2003, the speed of initial asylum decision making remained above the SR2000 PSA target 15 to decide 75% of cases within two months.

²⁸Footnote SR 2000 PAS target 16 superseded following revision to asylum strategy

Managed Migration and Community Cohesion

A first class managed migration system for the UK must maintain effective and reliable immigration controls, while delivering excellent service to people who wish to come to the UK legitimately and contribute to our economy. This requires:

- Strengthening our systems against abuse. This remains a fundamental priority of IND and we have successfully strengthened border controls, reduced asylum claims, increased removals and cracked down on organised illegal immigration;
- Setting up schemes to encourage migrants to come to the UK legitimately; With half a million job vacancies we need migrants to help with recruitment difficulties and bring new innovations and capital to the UK in industries as diverse as medicine, teaching, catering and construction;
- Improving turnaround times; Delays are unfair to genuine applicants, and allow others to simply stay in the country while their application waits for consideration;
- Increasing community cohesion. Sir Bernard Crick's independent "Life in the United Kingdom" advisory group made recommendations concerning English language, education and promoting a sense of identity. The Government has accepted the majority of recommendations.

During 2003-04 **action** included:

- Introducing changes to the law that will require more stringent document checks by employers and make it easier to prosecute companies that employ illegal workers
- An increase in the number of operations against illegal working by the Immigration Service;
- Following allegations in March that checks had been relaxed on applications from nationals of European Communities Association Agreements (ECAA) countries to set themselves up in business in the UK, Ministers ordered an urgent inquiry into processes operating at the relevant IND office in Sheffield. The inquiry was conducted by a senior Civil Servant, Mr Ken Sutton, who reported on 25th March and found that, while managers in Sheffield believed that the approach they took was consistent with general guidance on the clearance of backlogs, it went further than that and was not cleared by Ministers or senior officials. Mr Sutton made a number of recommendations, notably on how staff guidance gets authorised and issued and which IND is now acting on. At the time of writing Mr Sutton is completing the second part of his investigation on ECAA cases referred to from posts in Eastern Europe.

United Kingdom Passport Service

The UKPS received an estimated 5,650,000 applications for passports with an average turnaround of under six days. Its total turnover was £195m

Supporting our economy

Programmes supporting the needs of our economy include:

- The Highly Skilled Migrant Programme enables particularly talented people to take employment in the UK. Since the programme began over 6,500 applicants have been successful. This year we had a record number of applications;
- The Seasonal Agricultural Workers Scheme enables UK farmers and growers to recruit workers from outside the EEA to undertake seasonal jobs that cannot otherwise be filled;
- The Sector Based Scheme allows employers to recruit outside the EEA to fill vacancies within food manufacturing and hospitality sectors where they are otherwise unable to recruit. The scheme currently has an annual quota of 10,000 permits per sector.

- Announcing a package of measures to tackle abuse on students and marriage routes. These include establishing a list of accredited private colleges and consulting on measures to restrict the capacity to authorise marriages involving foreign nationals from outside the EEA to a number of designated register offices;
- Continuing to operate schemes meeting the needs of our economy, supporting growth and prosperity for all UK citizens. In addition we continued to encourage overseas students, who contribute £2bn pa to the economy, building on the work to date to increase numbers under the Prime Minister's initiative;
- Introduced charging, giving us the opportunity to set and meet higher standards of service:
 - Nearly all of the premium cases dealt with at Public Enquiry Offices met the same day service target;
 - Almost all postal applications are being decided within 13 weeks; the majority within three weeks;
 - Leave to remain casework and SBS work permit applications are being decided in over 90% of complete cases within one working day;
- Continuing, in partnership with DfES, development of research into how cohesion can be enhanced. Existing evidence is that language skills boost the prospect of gaining employment by up to 20%. We hope to be in a position to pilot new language with citizenship programmes in the autumn;
- Launched the first UK citizenship ceremony, in February. All successful applicants for citizenship are now required to attend a citizenship ceremony to swear the oath and pledge of allegiance and receive their citizenship certificate.

Spending on managed migration in 2003-04 is subject to confirmation.

Intelligence and Organised Crime

- We have continued our intelligence-led work to fight people smugglers and traffickers. In the last ten months alone, 38 immigration crime gangs have been disrupted, and there have been 67 arrests and 38 convictions of serious criminals involved in organised immigration crime

We have continued our strategy to reduce the harm caused by organised people smuggling raising the risks that the criminals must take; making their illegal businesses unprofitable and; reducing the opportunities to exploit communities. We are also disrupting their activities as far away from the UK as possible.

During 2003-04 **action** included:

- Assisting the Romanian government to create an effective unit to tackle people smuggling and trafficking from and through Romania;
- Providing forgery detection training in Serbia and Montenegro to assist in the prevention of smuggling and trafficking through the Western Balkans.

Spending on tackling Organised Crime during 2003-04 is subject to confirmation.

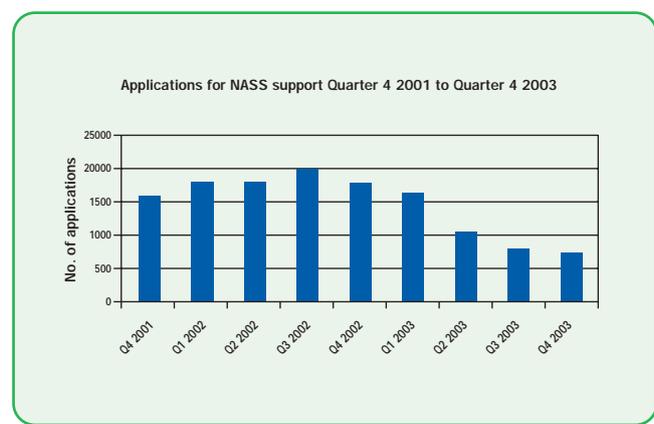
Asylum support

- The introduction of restricted access to National Asylum Support Service (NASS) support in January 2003 has helped reduce the number of new applications.

During 2003-2004 NASS has concentrated on the delivery of regional services, with a stronger management team and improved communication with stakeholders. This has led to improvements in working relationships with partners and delivery of its services to asylum seekers while their claims are being decided. A further programme is being developed to bring support costs down. NASS has begun examining the movement of its casework processes to the 12 regional offices.

During 2003-04 **action** included:

- The roll out of locally delivered services, such as housing management and outreach work, by teams with local knowledge.;
- A new National Asylum Support Forum to improve consultation and communication with organisations who have experience and expertise of working with asylum seekers.



Spending on Asylum Support during 2003-04 is subject to confirmation.

Future Delivery

Reducing the intake of unfounded asylum applications while ensuring a firm grip on legal migration, routes will remain our highest priorities. The first of these involves: keeping intake down, and if possible achieving further reductions; further streamlining of processes; improving the timeliness of decisions; and overcoming obstacles to removal. The second involves: continuing a programme of inward migration while dealing with the wider problem of illegal migration; and enforcement of the immigration laws, including against those who are working illegally. The success with which refugees and other migrants are integrated, and asylum seekers supported, has important implications for society. Improved procedures for integration and resettlement will help create safe and cohesive communities.

Key actions during 2004-05 will include:

- Continuing the implementation of border control measures, juxtaposed controls and new detection technology;
- Extending fast track asylum processes; and strengthening quality assurance systems;
- Continuing to secure borders and press down on monthly asylum intake;
- Deliver, through the use of taskforces, the priority actions needed to reduce immigration abuse;
- Implementing planned asylum legislation including transition to single tier appeals system;
- Increasing our understanding of the socio-economic context that drives migration. – to assist managed migration;
- Improving customer service, including further application charging for managed migration.

AIM 7

To support strong and active communities in which people of all races and backgrounds are valued and participate on equal terms by developing social policy to build a fair, prosperous and cohesive society, in which everyone has a stake. To work with other Departments, local government agencies and community groups to regenerate neighbourhoods; to support families; to develop the potential of every individual; to build the confidence and capacity of the whole community to be part of the solution; and to promote good race and community relations, combating prejudice and xenophobia. To promote equal opportunities both within the Home Office and more widely and to ensure that active citizenship contributes to the enhancement of democracy and the development of civil society.

Spending £m	1998-99 Outturn	1999-00 Outturn	2000-01 Outturn	2001-02 Outturn	2002-03 Outturn	2003-04 Outturn*	2004-05 Plans	2005-06 Plans
Resource	139.71	96.88	75.95	57.25	92.86	113.26	181.25	188.86
Capital	0.34	0.29	0.32	6.93	0.091	0.77	0.28	0.28

Overview and Strategy

Confident, cohesive communities are less likely to suffer from crime, disorder and drug use and are better able to support children and young people. And our communities can only thrive if everyone recognises, celebrates and engages with the cultural, ethnic and religious diversity that represents today's Britain:

- Confident communities help reduce crime, with neighbours working together and building trust. On the Blackthorn Estate in Northampton, the establishment of a Good Neighbours Project was followed by recorded crime falling from 832 offences in 1998 to 292 in 2001;
- Between 1999 and 2009 half of the growth in the UK workforce will be accounted for by ethnic minority groups. But at present their employment rates and incomes are lower and unemployment rates higher than average.

Civil renewal – the re-engagement of citizens with civil society – sits at the heart of the Home Office's purpose and activities, enabling people to play a full part in the decision-making that affects their lives. This means:

- Encouraging active citizenship, by enabling the voluntary and community sector to take a full role in the delivery of public services, particularly among those at greatest risk of social exclusion; and by encouraging voluntary action by individuals;
- Departments and the wider public sector working with communities to ensure that people and local communities can shape government action through consultation and feedback;
- Building cohesive communities: valuing the diversity of all our communities, by promoting a shared sense of belonging and by tackling extremism;

*Estimate

- Promoting race equality and good race relations, whilst tackling race inequalities;
- Harnessing the important role that faith communities can play in developing a cohesive and active society.



The Home Office acts as an enabler, funding programmes such as Pathfinders, Connecting Communities and the Adventure Capital Fund; providing advice on best practice to other Government Departments and Local Authorities; and ensuring that the legislative framework, such as that regulating charities, remains effective and up to date. We are also responsible for the coroners service and the regulation of animal experimentation. Because communities are complex, partnership is at the heart of our work, including with:

- Office of the Deputy Prime Minister and Government Offices for the Regions, on community cohesion, neighbourhood renewal and inclusion issues;
- The Departments of Work and Pensions, Trade and Industry and others on race equality and social enterprise issues;
- The Department for Education and Skills on race equality, children, young people and families issues;
- A variety of organisations in the voluntary, community and private sectors, across the spectrum of our work.

Delivery in 2003-04

Civil renewal is central to the work of the whole Department and we are taking steps to embed it in all that we do. We have continued to make good progress in community cohesion and improving race equality. During the year the Department also took responsibility for the Futurebuilders fund, which is intended to increase the involvement of the voluntary and community sector (VCS) in delivering public services.

Increasing Voluntary and Community Sector activity

Spending £m	1998-99 Outturn	1999-00 Outturn	2000-01 Outturn	2001-02 Outturn	2002-03 Outturn	2003-04 Outturn*	2004-05 Plans	2005-06 Plans
Communities Group	16.64	17.13	17.97	30.02	44.50	46.81	81.04	83.04
CDF	0.99	0.92	0.95	0.94	-	1.45	1.5	1.52
Futurebuilders	-	-	-	-	-	10.0	57.0	58.0

- In 2003 the proportion of people participating in community activities rose by over 6% compared with 2001²⁹ – an increase of 1.6m more people getting involved. A 2002-03 baseline for voluntary sector activity has been set.

Estimated.

²⁹The proportion of people participating in their communities has increased by over one million since 2001, thereby meeting SR2000 PSA target 13.

We have developed our strategy further, to ensure that this progress is sustained. Increasing the contribution of the voluntary and community sector (VCS) rests on:

- Increasing our understanding of the VCS and how it can best contribute;
- Removing barriers by getting the funding relationships between local, regional and national government and the sector right and by reducing bureaucracy;
- Building the capacity of the VCS to deliver high quality public services.

We also support increased community participation by:

- Directly supporting voluntary activity within communities, particularly in deprived areas, through directly-funded initiatives and by working with employers. Part and parcel of this is ensuring that potential barriers, such as insurance or criminal record checks are applied appropriately;
- Providing better opportunities for voluntary action in the programmes we operate and services we deliver, and ensuring that other government departments do likewise.

During 2003-04 **action** included:

- Identifying areas where the voluntary and community sector could play a larger role, including: refugee integration; crime reduction; correctional services and in supporting the anti-drugs strategy;
- Establishing the State of the Sector Panel to monitor the progress of VCS activity and explore issues that concern them such as recruiting and retaining staff and volunteers;
- The Government Grants portal, www.governmentfunding.org.uk, going live, making it easier for VCOs apply for grants. And we consulted on a Capacity Building and Infrastructure Framework. A strategy will be rolled out from 2004;
- Publishing Charities and Not-for-Profits: A Modern Legal Framework, the Government's response to the Strategy Unit's review of charities and the wider not-for profit sector;
- Taking responsibility for the Futurebuilders programme to widen the use of the VCS in crime reduction; community cohesion; support for the young; and healthcare; and to redress the lack of capital investment across the sector;
- Reviewing what works in recruiting and supporting volunteers. We have now acted upon this by redesigning the Active Communities web-site, developing new funding rounds and by extending support at regional and local levels;
- Continuing our investment in the Community Channel, the do-it web-site and CSV, to raise awareness of volunteering opportunities and help people to become more involved in their communities.

Civil renewal

The Home Secretary set out the philosophy underpinning Civil Renewal in his Edith Kahn memorial lecture *Civil Renewal: A New Agenda*. This vision was developed in December with the publication of *Active Citizens, Strong Communities* – progressing civil renewal, alongside some of the ways it is being taken forward by the Home Office and other Government departments.

Practical steps during 2003 include establishing the Victims Advisory Panel. Advice on best practice is being given to front-line services, such as drugs partnerships, and a consultation is being carried out among the voluntary and community sector on how Government might improve its support.

The Active Citizenship Centre was also set up to look at research into active communities and make the findings available to people in an accessible and coherent way.

Increasing Race Equality

Spending £m	1998-99 Outturn	1999-00 Outturn	2000-01 Outturn	2001-02 Outturn	2002-03 Outturn	2003-04 Outturn*	2004-05 Plans	2005-06 Plans
Communities Group	1.57	2.86	4.00	6.68	7.37	8.27	9.22	9.22
Commission for Racial Equality	17.42	16.6	16.75	19.36	25.18	20.33	19.86	20.17

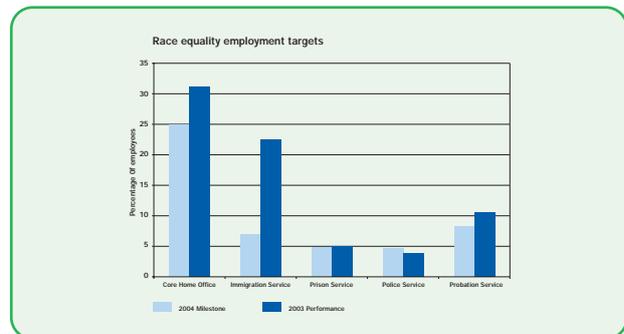
- During the past year, we have made progress, measured against a range of performance indicators. For example, the Home office, IND and the Probation Service have already met the Home Secretary's Employment targets so that they are more representative of the communities they serve. The Prison Service is meeting its intermediate milestones and whilst the Police Services are behind schedule, they have made considerable progress.³⁰

Our work brings together a range of new and existing cross-government initiatives and targets to increase race equality, improve community cohesion and maximise the contribution of different faith communities. The approach reflects the complexity of the issues involved and the levers we have to influence them. The Home Office adds value by:

- Ensuring that race equality and community cohesion remain a priority, and that inequalities in health, education and employment, are identified and action is taken to address them;
- Making sure that we understand what works and share good practice;
- Working with others to ensure that appropriate mechanisms are in place, through the Commission for Racial Equality, public sector inspectorates and with parliamentary committees.

During 2003-04 **action** included:

- Identifying across all government departments the number of race equality impact assessments under-taken and providing guidance and support and encouragement in the use of the tools and techniques needed to undertake these. This will help generate an increase in uptake by 2006 and ensure that every new policy and initiative is assessed for its impact on equality;



The Commission for Racial Equality (CRE)

The CRE contribute to our work by taking forward Strategy Unit recommendations on ethnic minorities in the labour market, for example through:

- Updating the CRE Code of Practice
- Integrating race equality into government procurement policies
- Disseminating best practice from the public sector to the private and voluntary sectors

A race equality impact assessment user group was established in September 2003, in partnership with the CRE and a range of other government departments and agencies, to test the CRE assessment framework and deliver industry standard guidance.

*Estimated

³⁰Most services have met or exceeded their 2002 interim targets set in SR2000 PSA 14. The latest (March 2003) figures for levels of ethnic minority staff are: Core Home Office 31.1% (25%); Immigration Service 22.5% (7%); Prison Service 5.1% (7%); Police Service 3.8% (7%); Probation Service 10.5% (8.3%)

- Working alongside colleagues from DTI, DWP, DFES and the Commission for Racial Equality to help ethnic minorities become more employable, connect them with work and tackle persistent inequalities;
- Addressing inequalities in the workplace by implementing the recommendations in the Strategy Unit report 'Ethnic Minorities and the Labour Market'. The Home Office has also contributed to the recently published consultation draft of the revised CRE code of practice in employment. DFES also launched a major strategy in October 2003 to tackle inequalities – 'Aiming High';
- We are working with the CRE and other regulators to increase the effectiveness of the implementation of the Race Relations (Amendment) Act.

Building Cohesive Communities

Spending £m	1998-99 Outturn	1999-00 Outturn	2000-01 Outturn	2001-02 Outturn	2002-03 Outturn	2003-04 Outturn*	2004-05 Plans	2005-06 Plans
Communities Group	0	0	0	7.20	5.28	3.95	5.27	5.27

- Baseline information on perceptions of community cohesion will be made available by June 2004.

Although recognition of the need for good relations between different communities is long-standing, its importance was underlined by the Cantle and other reports, written following the disturbances of summer 2001. Our strategy rests on:

- Using pump-priming funding to promote innovative initiatives so that we can learn what works;
- Providing guidance and disseminating best-practice;
- Promoting dialogue with different faiths and ensuring that people do not become isolated or disenfranchised.

During 2003-04 **action** included:

- Allocating the first and second tranches of the Community Cohesion Pathfinders programme, funding pioneer pro-programmes in local areas, and publishing the lessons learnt. These lessons include the importance of engagement with local leaders; working with the voluntary and community sector; communication; and ensuring long term sustainability;
- Issuing two key pieces of guidance: Building a picture of community cohesion – a guide for Local Authorities and their partners and Community Cohesion advice for those designing, developing and delivering Area-Based Initiatives. Between them they set out how cohesion should be measured and provide practical help to those developing local initiatives. The Neighbourhood Renewal Unit has made good progress particularly through its Community Facilitation Programme, to help address community conflict;
- Undertaking a ministerially led review to improve involvement between government and different faiths; supporting the Jewish community in opposing anti-Semitism and the Muslim communities in tackling Islamophobia and supporting the commemoration of the Holocaust.
- Announcing the award of £15.2m of Connecting Communities Grants to fund 75 projects over the next three years.

*Estimate

Other Aim 7 Activities

We also have a wider role, reflecting Home Office interests in supporting parents and children and its policy oversight of coroners, burials and animals procedures. We also take the cross-government lead on implementing national identity cards

Supporting Parents and Children

Lead responsibility for family policy transferred from the Home Office to the Department for Education and Skills in 2003. The Home Office recognises that many of its policies have direct or indirect impact on children's lives, and plays a full part in policy development with DfES. We have a particular interest in early intervention with children at risk, to help prevent crime and drug misuse.

Identity Cards

On November 11 the Government announced its decision to build the base for a compulsory national identity cards scheme. Once implemented it will provide benefits across the range of other public services.

The publication of draft legislation in 2004 was announced in the Queen's Speech on 26 November 2003. An independent review of the Identity Cards Programme, which took place at the end of January, concluded that the preconditions for going forward have been satisfied and that the Identity Cards Programme was ready to proceed. The Home Office is now strengthening its team to work on planning the design and delivery of a scheme.

Supporting the Bereaved

Following publication of the Report of the independent Fundamental Review of Coroners and the Shipman Inquiry's Third Report, work is in progress to improve the death certification and coroner services by:

- Issuing guidance that will improve cremation procedures and clarify the actions required of coroners and registrars when deaths are potentially suspicious;
- Developing outline proposals for a new coroners service that will provide better information for families, professional standards through the service, cost effectiveness, and a better system for investigating and certifying deaths. These proposals are set out in the position paper, "Reforming the Coronor and Death Certification service," issued this March.

In response to the 2001 Environment, Transport and Regional Affairs Select Committee report on cemeteries, the Home Office published in January the consultation paper, *Burial law and policy in the 21st Century: the need for a sensitive and sustainable approach, together with Cemeteries and their Management*. This will be followed by a six-month consultation exercise to review burial law in England and Wales.

Ensuring humane animal experimentation

The Home Office regulates the use of animals in scientific procedures and actively promotes a culture of care in the research community.

During 2003-04, an inter-departmental group was established to ensure that the replacement, reduction and refinement principles – widely known as the 3Rs – of humane animal experimentation are reflected in the policies and practices of other Government Departments and Agencies. The Group will also take forward the Government's response to recommendations of the House of Lords Select Committee report on *Animals in Scientific Procedures*.

Future Delivery

During 2004-05 we will continue to roll out vital funding programmes to develop the voluntary and community sector and make it more able to provide quality front-line services. **Key actions** for next year include:

- Modernising funding and procurement practices across government departments that reduces bureaucracy and enables more contracting for VCS delivered services;
- Launching a 'UK Year of Volunteering' in 2005 and programmes that engage communities that are least likely to participate, including by establishing a Commission to develop a national youth action programme and employee mentoring schemes;
- Publishing a draft Charities Bill giving effect to recommendations in the Strategy Unit report "Private Action, Public Benefit";
- Publishing legislation for a national identity cards scheme and undertaking feasibility studies on implementation;
- Developing and launching the Community Cohesion and Race Equality Strategy;
- Working with DCA, DTI and others in preparing for the proposed single Commission for Equality and Human Rights;
- Continued engagement and dialogue with all faith groups and the implementation of the Government Faith Review Report;
- Developing reform plans for coroner and death certification services.



section

4

Organising to Deliver

Organising to Deliver

This section sets out how our Aims are supported and sustained through the Department's change programme, "Working in 3D". It reflects the Home Secretary's challenge of "Delivery, Delivery, Delivery". The change programme consists of three workstreams:

- **Embedding delivery:** establishing the Home Office as a centre of excellence through the way we work internally and with our partners. We have:
 - improved delivery planning and performance for each of our delivery targets, enhanced programme, project and risk management and developed better working relationships across the range of our activities. (see page 87 and 94);
 - enhanced delivery structures: for example, establishing a National Criminal Justice Board and 42 area-based Local Criminal Justice Boards (see page 54) for England and Wales, simplifying the management structure and co-ordinating the local delivery of justice. Within the department we have set up a Strategic Delivery Board (see page 87).
- **Modernising corporate support:** making sure that the Department has the tools to do the job. We have:
 - reformed a number of systems and processes, for instance by updating the IT used within the core Home Office. This will help staff communicate and share knowledge more effectively;
 - taken important steps to reform Human Resources, with better practices recruitment and making our policies and procedures more user friendly; (see page 88).
 - remained on track to move into our new, headquarters building during 2004-05 (see page 94);
- **Enthusiasing and motivating:** recognising success and demonstrating a connection between what we do and its impact on the ground. We have:
 - launched the Out of Office Experience that encourages everyone in the London headquarters to get experience at the front line by the end of December 41% of HQ staff had enrolled;
 - undertaken an internal communication campaign to raise awareness of the work of the Home Office and how it affects individuals, communities and society.

Departmental Reform: The next steps

We are developing our programme of corporate change to:

- **Reform how we deliver our services:** making better use of science, technology and research; improving performance management; and using marketing to change attitudes and behaviour;
- **Increase professionalism of corporate support, including:** integrated systems and tools for human resources and finance;
- **Streamline our headquarters and directing resources to the frontline:** focusing on activities where we can add value;
- **Strengthen our relationships with front-line partners, particularly:** in high priority areas, building still more effective partnerships with other departments, local authorities and the voluntary and community sector;
- **Lead change and delivery:** strengthening leadership and encouraging people to change how they work.

The remainder of this chapter focuses on how we support delivery by:

- Making the best use of our resources: improving effectiveness and efficiency;
- Having the right people for the job: securing a skilled and diverse workforce;
- Building a what works approach: so that policy is evidence-based;
- Communicating effectively: with staff, stakeholders and the public;
- Making best use of our assets: supporting delivery through investment.

Making the Best Use of Our Resources

Overview and Strategy

We are committed to improving the way we deliver public services. Our strategy is based on:

- Long term targets and improved performance monitoring: setting clear goals for the Department, and using them as levers for change and improvement;
- Partnership building, reflecting increased local and regional autonomy, and the needs of local communities;
- Enhanced transparency, using audits and inspections: ensuring that those responsible for delivery are accountable and that consistent standards are applied;

We want to become the leader in the innovative, effective and efficient delivery of public services.

Delivery in 2003-04

In 2003-04 resource spending on Home Office aims totalled some £11.9bn, the apparent decline on 2002-03 reflecting one-off technical factors in that previous year. Resource DEL spending, which excluded these, showed a rise from £11.1bn. Local Authority resourcing of the police and other functions totalled over £5bn. During 2003-04 **action** included:

- Continued to perform well against our key PSA targets. Overall crime has continued to fall, the number of offences brought to justice has increased by 3% and new asylum applications have halved. We have already exceeded our target to increase community participation and our key services are increasingly representative of the communities they serve;
- We also laid the basis for future improvements as part of the present Spending Review process. These will be taken forward within our Strategic Plan for the next four years and revised spending allocations; the intention being further simplification and flexibility;

Reducing Bureaucracy

Ministers and Board members strongly support the Government's objective of improving public sector delivery by tackling unnecessary bureaucracy where it already exists and preventing it from being created. They have:

- Improved the understanding of how policy proposals affect frontline delivery, and ensured that officials address the need to reduce bureaucracy in all all policy proposals;
- Communicated a strong, consistent message to staff;
- Engaged directly with front line staff, Ministers and Board members participating in a series of visits and back to the floor days shadowing front-line staff.

Risk management

Effective risk management is vital to effective delivery. This year we have made significant progress, establishing a coherent, integrated approach:

- Corporate risk is regularly reviewed by the Group Executive Board;
- Risk reporting and management are an integral part of delivery reporting and management systems;
- Staff at all levels have had training in risk management;
- New guidance on the Home Office approach to managing risk has been published;

Our future work programme, to embed risk management, will be monitored by the Audit Committee.

- Built effective international, national and local partnerships across the range of our activities, and including with local parties, other government departments and the voluntary and Community sector;
- Aligned internal audit strategy with the Departmental risk management framework, enabling us to focus on the key risks to delivery;
- In May 2003 we established the Strategic Delivery Board, chaired by Leigh Lewis, Permanent Secretary Crime, Policing, Counter-terrorism and Delivery. It is a sub-group of GEB, with terms of reference to improve the delivery capability of the Home Office. The Board has met twelve times, reviewing implementation of a number of high profile projects such as identity cards. It has also established a project to identify and pilot potentially radical and more effective mechanisms for the local delivery of programmes we fund. The Board also looks at longer term key issues that will reinforce our ability to deliver, such as risk management;
- Prepared for the roll-out of the Adelphi programme from early 2004-05. It will give the Department integrated, IT-finance, human resources and procurement systems and provide managers with timely, reliable and consistent information and improved controls.

During the year, value for money improvements in the Prison and Probation Services came to £92.4m (4.4%) and £19m (3%) respectively and estimated efficiency improvements in the police totalled £221.5m (2.5%). The Immigration and Nationality Directorate has had a cumulative 3%pa efficiency target built into its revised baseline.

Better Regulation, Consultation and Charter Mark

We are committed to the Government's Better Regulation agenda and the principles of: transparency; accountability; targeting; consistency; and proportionality.

During the year we contributed to transparent, evidenced based policy making and:

- eight Regulatory Impact Assessments (RIA) were published;
- the National Audit Office reported favourably on the Proceeds of Crime RIA referred to it by the Better Regulation Task Force (BRTF); as part of a quality improvement process;
- we consulted widely on 41 proposals – 80% meeting the twelve week requirement.

The Charter Mark is held by 42 organisations for which we are responsible.

Future Delivery

Over the next two years, Home Office resources will rise further, reaching £12.9bn in 2005-06, so we need to maximize achievement of objectives and impact. We will begin implementing the Departmental Reform Programme, including the first stage of saving 20% of HQ Administration costs.

Key actions during 2004-5 include:

- Increase value for money across the Group by 1% and free up funding from HQ costs for redeployment elsewhere;
- Police efficiency, and Prisons and Probation value for money improvements of £193m³¹, £54m and at least £17m respectively;
- Ensuring the successful roll-out and implementation of the Adelphi Finance, HR and Procurement system.

The Right People for the Job

Overview and Strategy

The Home Office Group employs over 70 thousand staff (full time equivalents, see page 135), the overwhelming majority in front-line delivery roles. We need to:

- Recruit, retain and motivate people with the right skills and experience;
- Match people to jobs, minimising vacancies in key delivery areas;
- Develop the skills and experience needed;
- Manage staff absence effectively;
- Ensure diversity to reflect the society we serve.

This involves ensuring that our separate businesses have the flexibility they need while securing a consistent Group wide approach.

Delivery in 2003-04

In July 2003 the Group Executive Board agreed a new HR Strategy for the core Department. It focuses on tangible, short-term gains such as: reducing the time taken to fill vacancies, and launching new leadership and management training programmes. The Immigration and Nationality Directorate and the Prison Service have separate reform plans tailored to their own needs. IND's includes creating a flagship Leadership and Management Development programme and developing HR capacity in the regions and overseas. The Prison Service's centres on devolving delivery responsibility to establishments and the simplification of its HR policies. The recent appointment of John Marsh as the new Group HR and Change Director, with a seat on the GEB, will further advance a Group wide approach being taken.

During 2003-04 **action** included:

- Reducing the number of vacancies in the core Home Office from 520 in April 2003 to just

³¹Estimated based upon 2% of net police budgets, retained and recycled by police authorities.

over 100 as at March 2004;

- Implementing a leadership & change management programme for all the SCS. It is the first step towards introducing a longer-term leadership strategy and development programme across the Home Office Group;
- Managing attendance more pro-actively. In the core Home Office we have introduced regular reviews and intervention in cases of long term sickness absence and poor attendance. Although average absence for the year has remained constant at eight days per person, these new systems, together with the introduction of Adelphi, will help improve performance;
- Undertaking Assessment Centres for Grade 7 and Grade 5 posts. In total 68 external applicants were appointed at G7 level and 18 at SCS, in addition to those filled internally;
- The core Home Office successfully obtaining re-accreditation as an Investor in People;
- The Group Executive Board continued to send strong messages in support of diversity (see box on next page).

Health and Safety

The Human Resources Director is responsible for health and safety in the core Home Office and we consult the Trade Unions on health and safety matters. During 2003 the main goal was to raise management awareness of health and safety through training. "Successful health and safety management" (HSG65) has been used in reviewing the Home Office's health and safety policy document.

A total of 33 accidents, involving 38 lost days, were reported within the core Home Office, excluding IND over 2003. This included six injuries which were reported under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulation 1995 (RIDDOR). There were no fatalities. The main risk to Home Office staff is from slips, trips and falls. The total has fallen from 210 in calendar year 1998 to 73 in 2002 and 14 in 2003.

No enforcement notices were served against the core Home Office and there were no convictions for breaches of health and safety legislation.

Future Delivery

Over the next few years we will transform HR by strengthening leadership at the top of the office, with greater human resources and strategy expertise and by supporting and encouraging people to change the way they work.

Key actions during 2004-05 include:

- Improving the management of sickness absence and reducing the average number of days sickness against stated targets;
- Continuing to improve and streamline our recruitment processes to reduce the average time taken to fill a vacancy to no more than 10 weeks;
- Increasing the representation of women in the Senior Civil Service to reach 35% and that of disabled staff 3%, with further improvements in that of ethnic minorities.

Equal opportunities and diversity

We are committed to a policy of equal opportunities for all staff. Assessment for recruitment, selection, appraisal, training and career progression is based entirely on the individual's ability and suitability for the work.

Over the past year

...in our workforce

- We have met or exceeded targets for representation of minority ethnic staff overall, and at Senior Civil Service (SCS), Grades 7-6 and HEO-SEO.
- The representation of women in the SCS is 28.9% against a target of 35% by 2005 and at Grade 7 level is 42.2% against a target of 45% by 2005.
- The representation of disabled staff in the department was 2.3% against a target of 3% by 2005.
- Spectrum, a support network for gay, lesbian, bisexual, transgender and transsexual staff, was launched – complementing The NETWORK (the support network for minority ethnic staff) and HODS (for disabled staff), which continue to thrive.

...in our business

- We are committed, through our Race Equality Scheme, to carrying out our business in a way that promotes race equality and race relations.
- We launched the Race Equality Advisory Panel – advising the Home Office on race equality issues.
- We carried out Race Equality Impact Assessments on a number of new policies, including the Criminal Justice Bill, the Anti-Social Behaviour Bill (both now Acts) and Domestic Violence; and are currently developing tools for use across Whitehall and beyond.

In our diverse, multi-cultural society many people define their identity by their faith rather than (or as well as) ethnic origin. The Faith Communities Unit, established in 2003, will help Government interact with different faiths.

Building a What Works Approach

Overview and Strategy

Evidence based policy and its implementation is central to the delivery of programmes that work in the real world. The Research, Development and Statistics Directorate (RDS) is integral to:

- Building our knowledge base and strengthening our strategic policy making so it is fully informed by the latest evidence and experience including international developments;
- Ensuring policy and delivery teams have the support and the information they need, when they need it.

Delivery in 2003-04

We have taken further steps to integrate analysis and research into delivery and link performance management information to delivery planning and monitoring processes. During 2003-04 **action** included:

- Securing a robust picture of where significant evidence gaps remain. The main areas we need to focus on include the latest crime patterns, offending behaviour, Civil Renewal and migration. During the year we took steps towards this through further results from the annual BCS on crime patterns and from the Home Office Citizenship survey used to inform policy on community engagement, as well as race equality, faith, volunteering, civic participation, and parenting. We have been developing further strategic research that will cover crime and justice as well as a new longitudinal survey of refugees and other recent migrants;
- Undertaking a full programme of what works research: and systematic reviews of the knowledge base. During the year we conducted a range of research in areas such as policing, crime reduction and offender management. For example, work on offenders include the publication of two reports on the impact of drugs programmes for prisoners and DTOs for probationers. These inform evidence for intervention and support the development of the National Offender Management Service;
- Continuing to improve performance monitoring information. For instance development of iQuanta, a new performance monitoring system, which for the first time allows the Home Office and police forces access to performance assessments on crime figures. This is web-based and will help the Home Office manage crime issues as they emerge.

RDS Delivery

RDS has improved integration with policy and delivery teams through contributions to multi-disciplinary projects:

- Analysts are increasingly located with delivery teams, helping to define performance, monitor outputs and outcomes and identify and spread best practice;
- RDS has established small teams in each of the Government Offices in the Regions and the National Assembly for Wales;
- A Crime Patterns Analysis Team has been established to work alongside the Crime Reduction Delivery Team to ensure that delivery plans are based on sound statistical analysis;
- A team of highly skilled analysts has been integrated within the drugs policy area. This has proved very popular and is being expanded into the Immigration area soon;
- RDS has located a team with the CJS Confidence Unit which is actively taking forward work on the measurement of the target and understanding.

Future Delivery

We will continue to build a what works approach by being more evidence-based; ensuring that we shape rather than just respond to future challenges; and using science, technology and research to drive policy in an innovative way.

Key actions during 2004-05 include:

- Supporting delivery by continuing to improve our performance information systems and knowledge of what works through high quality science and research.

Communicating Effectively

Overview and Strategy

Communication is central to ensuring that the activities of the Home Office are understood and effective. This work, led by Communication Directorate, means:

- Providing a first class media service both internally and externally, 24 hours a day 365 days a year;
- A strategic marketing approach which ensures that policies reflect public priorities and shape the delivery agenda;
- Responding to all forms of public enquiries promptly and professionally;
- Providing information for policy-making and research officials; in particular to RDS in the what works approach described above;
- Providing direct communication with stakeholders and the public through a range of websites;
- High quality internal communications ensuring staff understand their role and are motivated.

Delivery in 2003-04

Priorities included: enhancing staff access to information; and improving information provided to Parliament, the public and the media. During 2003-04 **action** included:

- Our media service providing fast and accurate information and advice across one of the widest portfolios in Government answering around 1300 calls per week. Specialist press teams provided media handling on projects such as the reform of the Criminal Justice System;
- Our marketing campaigns making a real difference. Our innovative anti-drug campaign has established FRANK as a trusted and informed source of help. Life is harder for criminals because of the 'don't give them an easy ride' vehicle crime campaign and children are protected through our internet safety campaign;
- Handling about 26,000 items of ministerial correspondence, 40,000 public letters, 70,000 emails, 70,000 telephone calls and 50,000 personal callers during the year;
- Saving around £775,000 through centrally organised purchasing;
- Introducing more electronic information sources. Over 70% of the Library's complex enquiries are answered using electronic resources. We improved handling of Parliamentary Questions, introducing electronic management;
- Introducing an online daily news service to keep staff informed about the Department's work and improved the staff magazine.

Future Delivery

We will create more effective marketing which changes attitudes and behaviour as well as engaging the public and stakeholders. We will improve consultation; make better use of existing spending on campaigns and publications; and improve our service on PQs, Ministerial and public correspondence.

Key actions during 2004-05 include:

- Devising and implementing communication initiatives through paid publicity which support Home Office delivery through the objectives set for each campaign;
- Ensuring that correspondence is replied to within key target deadlines:
 - 95% of public correspondence within 20 working days.
 - 95% of MP's correspondence within 15 working days (Prison Service and IND 20 working days)
- Continue to work on improving the delivery of PQs as part of our three year Step Change Plan.

Making the Best Use of Our Assets

Overview and Strategy

Last year, Home Office aims were supported by around £9.3 billion (at March 2003) of assets. Our strategy is focused on using our investment wisely. In practice that means:

- Using technology to support policy and to improve efficiency. Automatic Number Plate Recognition and expansion of the DNA database, for example are helping to tackle more crimes;
- Ensuring there is sufficient capacity to support increasing demands placed on front-line services. For instance, at the end of March, there were over 75,000 prisoners in custody, a rise of 2,000 during the year. In response, we have increased the number of places by 1,200 with plans to increase capacity by a further 2,500 places by the end of 2004;
- Modernising our asset base, for instance our new headquarters building will support better ways of working.

More than half the total asset base supports the Correctional Services, mainly comprising prisons, land and buildings. Most of the remainder supports policing and crime reduction. Immigration accommodation and detention centres account for much of the remainder of existing assets: Of the total fixed assets (2002-03) supporting the Home Office Aims around:

- £5.7bn are owned by the Department, its Agencies and NDPBs; and
- £4bn are owned by 43 Police Services throughout England and Wales.

The environment and sustainable development

Examples of progress in the Home Office estate management and operations over the last year include:

- Establishing a sustainable development project to meet the Home Office's commitments under the Framework for Sustainable Development on the Government Estate. The Department's commitments are published on the website at <http://www.homeoffice.gov.uk/docs/framework.html>;
- 69 % of the electricity used at sites on the Home Office's (non-prison service) estate is now taken from renewable sources;
- A pilot scheme to assess environmentally friendly stationery products has been introduced;
- Fairtrade teas and coffees are provided at meetings across the Home Office Central London estate;

We have also developed our own set of sustainable development indicators. Detail can be found at <http://homeoffice.homeoffice.gov.uk/docs2/susdevindicators.html>.

Delivery in 2003-04

Capital spending during 2003-04 totalled around £1bn, of which over half was spent on policing, eg improved communications technology and crime reduction measures such as CCTV). A third will be spent on the correctional services (largely to increase prison capacity); and just under a tenth on immigration and asylum under Aim 6 (largely on accommodation for immigration detainees).

Details of major projects and PFI commitments are set out in the Departmental Investment Strategy available on the Home Office Web Site.

Project and Programme Management

The Group Investment Board provides leadership for the planning and management of investment across the Home Office Group to underpin delivery of investment priorities. A new approval process for major programmes and projects was established and all high risk, high value, critical projects are now independently assessed before investment decisions are taken.

The Programme and Project Management Support Unit acts as a centre of excellence and supports the GEB and the Group Investment Board to improve the management of projects through:

- Monitoring and monthly reporting to GEB of the portfolio of major programmes;
- Co-ordinating Office for Government Commerce Gateway™ reviews;
- Conducting internal health checks and ensuring that recommended action is completed;
- Providing training programmes for Senior Responsible Owners, programme and project managers;
- Developing best practice guidelines and providing mentoring and support services.

Our focus is to ensure that the Home Office gets the return on investment it expects, and to improve management and prioritisation of its portfolio of major capital programmes

Key actions during 2003-04 include:

- Continuing to improve our asset management process, for instance, by reconstituting the Group Investment Board, and introducing formal approval procedures and ensuring that the Project and Programme Management Support Unit, set up in late 2002-03, has made a real difference to the quality of project management.

Future Delivery

Capital spending over the next three years is expected to remain at around £1bn. Priorities include: CJS IT and asylum accommodation centres including the implementation of linked case management systems.

Key actions during 2004-05 include:

- Beginning the move into our new Headquarters building at 2 Marsham Street from February 2005.

The Home Office Central London Accommodation Strategy (HOCLAS)

Construction of the Department's new Headquarters in Marsham Street is now well advanced. The structure is complete and the internal infrastructure is rapidly taking shape. The new building will be ready for occupation in early 2005. The open-plan layout will provide a flexible workplace with good quality facilities, supported by up-to-date telephones and IT.



section

5

Performance Tables

AIM 1 To reduce crime & the fear of crime, tackle youth crime & violent, sexual & drug-related crime, antisocial behaviour & disorder, increasing safety in the home and public spaces

2003-04	LATEST OUTTURN	2004-05
<p>PSA 1: Reduce crime and the fear of crime; improve performance overall including by reducing the gap between the highest crime CDRP areas and the best comparable areas; and reduce:</p> <ul style="list-style-type: none"> • vehicle crime by 30% from 1998-99 to 2004; • domestic burglary by 25% from 1998-99 to 2005; • robbery in the ten Street Crime Initiative areas by 14% from 1999-00 to 2005. <p>Delivery</p> <p>Work with OGDs, especially DfES and DCMS on diversionary schemes which help young people avoid crime and anti-social behaviour.</p> <p>To enhance CDRP performance, best practice strategy developed and approved following consultancy exercise (Spring 2003).</p>	<p>Since 1997 overall crime has fallen by 25%. For the 12 months to December 2003 compared with the year ending December 2002 BCS interviews show 1% fewer crimes were committed.</p> <p>Latest BCS data for the 12 months to December 03 show fear of crime at 16% (vehicle crime), 13% (burglary) and 18% (violent crime) compared to 17%, 15% and 21% respectively for the same period in 2002.</p> <p>Vehicle crime on target.</p> <p>Domestic burglary on target.</p> <p>Following sharp rises in robbery the Government launched the Street Crime Initiative in March 2002. There was a 17% reduction in the 10 street crime areas in 2002-03. Further reductions were made in 2003-04 and these figures will be published in July.</p> <p>Positive Activities for Young People Programme (PAYP) continues. Launched summer 2002, it is funded until 2006. Targets young people most at risk. Operates in school holidays.</p> <p>The Crime Reduction Centre has held crime reduction seminars with CDRPs. A best practice strategy is being refined. A MORI survey is to be completed by mid-May to ascertain level of implementation by local authorities and police and to identify barriers to implementation.</p>	<p>Maintain progress towards target</p> <p>Ensure that the number of crime reduction funding streams and related management and monitoring burden is minimised.</p>

2003-04	LATEST OUTTURN	2004-05
<p>Develop and implement a strategy for narrowing the gap between the highest crime areas and the rest, including identifying and helping to improve the performance of partnerships which may not be operating as effectively as others.</p>	<p>The gap is measured by comparing the highest crime quartile with the remainder. The strategy is centred around focusing support on high crime quartile partnerships. The baseline has been calculated based on published crime data for the year ending March 2003.</p>	
<p>Vehicle crime: expand work using DVLA database to spread car crime prevention messages to involve highest crime CDRPs.</p>	<p>Parking attendants in 56 local authorities in high crime areas using the DVLA vehicles register to send car crime prevention advice to motorists who leave possessions on view. A pilot exercise showed overwhelming support for this initiative from those who received the advice.</p>	<p>Continuing to reduce burglary, vehicle crime, robbery and drug related crime in line with the Government's Public Service Agreement targets.</p>
<p>Implementation of number plate regulation and Vehicle Identity Check provisions of Vehicles (Crime) Act 2001.</p>	<p>The 23 forces participating in Project Laser Two (Automatic Number Plate Recognition) have performed to high standards throughout the duration of the pilot. This will inform policy for the national roll out which has a provisional target date of 2005-06.</p>	
<p>Implement locally driven naming and shaming of high crime car-parks, and agree implementation of BPA strategic plan to promote take-up of the ACPO secure car-parks scheme.</p>	<p>Local evidence-based naming and shaming continues. Industry encouraged to improve security levels.</p>	
<p>Burglary: tackle crime against residents in houses in multiple occupancy, by adding security standards to regulations for building redevelopment.</p>	<p>Handout Bill enabling building regulations to be made for crime prevention or detection prepared by ODPM. Taken up by Andrew Stunnell MP and currently awaiting committee stage.</p>	
<p>Domestic Violence Bill. Draft bill to be published Autumn 2003.</p>	<p>Bill published and introduced December 2003. Currently before Parliament.</p>	<p>Securing the passage of the Domestic Violence, Crime and Victims Bill which includes key measures to strengthen the police response to domestic violence and provide improved protection for victims.</p>

2003-04	LATEST OUTTURN	2004-05
<p>Alcohol: legislate in the Criminal Justice Bill to strengthen the role of Registered Bodies and enhance the end to end efficiency of the identity checking progress.</p>	<p>Amendments to the Police Act 1997, in the CJA 2003 included a new regulation-making power to set clear performance standards for Registered Bodies. Regulations expected in the spring.</p>	<p>Implementation, in partnership, of the National Alcohol Harm Reduction Strategy</p>
<p>Criminal Records Bureau: targets to be published shortly.</p>	<p>Revised service standards published in June 2003 in Corporate Plan.</p>	
<p>Robbery: promulgate good practice emerging from HMIC-led review of impact of street crime initiative.</p>	<p>HMIC-led report published July 2003. Recommendations being taken forward as part of ongoing work on street crime initiative.</p>	
<p>Mobile phone theft: work with local partnerships to ensure effective use of local data and knowledge to tackle local systemic issues.</p>	<p>Data used to identify trends and to continue to tackle street crime issues.</p>	
<p>ASB: take forward measures in the ASB White Paper and Bill.</p>	<p>Action Plan published 14 October 2003: Anti-Social Behaviour Act came into force 20 January 2004.</p>	<p>Delivery of the Government's 'Together: tackling anti-social behaviour' action plan targeting nuisance neighbours, begging and environmental damage.</p>
<p>Establish links with vulnerable groups to develop an overarching "vulnerabilities strategy" targeting the drivers for fear and developing solutions with a range of practitioners.</p>	<p>Vulnerability strategy published November 2003. Available on Home Office website and as part of Fear of Crime toolkit. Gives practitioners advice and examples of good practice.</p>	
<p>Youth crime: Ensure that the levels of youth offending are lower by 2004 compared with 2002.</p>	<p>Annual MORI Youth survey showed no rise in youth offending from 2002 to 2003. First results of new Home Office Crime and Justice will shortly provide additional measures.</p>	<p>Implementation of prolific and priority offending strategy.</p>
<p>London Youth Crime Taskforce to meet to oversee progress made by London management board in taking forward delivery of London youth crime programme.</p>	<p>London Youth Crime Management Board has superseded the Taskforce. It is overseeing a challenging programme to reduce youth criminality in London. Metropolitan Police figures suggest this is falling.</p>	
<p>Race: implement the new PACE code A on stop and search.</p>	<p>Introduced April 2003. PACE codes to be revised on annual basis.</p>	

2003-04	LATEST OUTTURN	2004-05
<p>Implement the agreed programme of the Lawrence Steering Group and its sub-groups.</p> <p>Implement the strategy on policing and community cohesion. Incorporation of community cohesion within local policing plans, as required by the NPP.</p>	<p>Progress made on a number of fronts including: setting up the Independent Police Complaints Commission; stops recording; undertaking a major review of CRR Community Race Relations training. Also issuing new guidance on minority ethnic officers; development of new PPAF performance indicators on fairness and equality; a review of the code of practice on handling racist incidents and delivery of Community Involvement strategy.</p> <p>Initial guidance issued to the police service on Community Cohesion. Pilots to develop good practice. Information gained from the pilots will be used to develop the definitive guidance.</p>	

2003-04	LATEST OUTTURN	2004-05
<p>PSA 2: Improve the performance of all police forces, and significantly reduce the performance gap between the best and worst performing forces; and significantly increase the proportion of time spent on frontline duties.</p> <p>Delivery</p> <p>Initiatives to tackle sickness absence will be evaluated and results available in Autumn 2003 on the effectiveness of initiatives. HMIC sickness absence figures available in Autumn 2003. Further £5m will be distributed in Spring 2003 to continue the strategy.</p> <p>There are expected to be 2,200 CSOs in 38 forces by Spring 2004.</p> <p>Implementation of Police Bureaucracy Task Force recommendations such as ACPO guidance to be issued on the self-reporting of certain road traffic accidents and police to stop escorting abnormal loads.</p> <p>Continue development of police performance, including introduction of Activity Based costing (ABC) in all forces from April 2003 as well as progress improvements to detections and BVPI data.</p> <p>Police strength to reach 132,500 in 2004.</p>	<p>Police performance improved overall in the year ending March 2003 compared to the year ending March 2003. 2003-04 data will be published in the Autumn. 13 forces are required to close a performance gap.</p> <p>Latest HMIC figures show considerable reduction in sickness absence in 2002-03. 2003-04 figures due for publication in Autumn 2004. Initial evaluations indicate most successful measures on which to focus next year's funding. Home Office is working with stakeholders on how best to do this. Standards Unit is working with Forces to develop best practice.</p> <p>3,346 CSOs in 38 forces as of January 2003.</p> <p>Continuing to drive forward the Action Plan. This is being overseen by a taskforce co-chaired by the Home Office and ACPO.</p> <p>All forces had ABC model in place by April 2003. Work on ABC on track to deliver a full set of ABC data for all forces in England and Wales by July 2004. New and revised performance indicators to be introduced from 1 April 2004.</p> <p>In December 2003 there were 138,155</p>	<p>Maintain progress towards target</p> <p>Providing a citizen focused service to the public, especially victims and witnesses, which responds to the needs of individuals and communities and inspires confidence in the police, particularly amongst minority ethnic communities.</p> <p>Supporting police delivery to minimum national standards through the use of operational tools (including the National Intelligence Model), and through the enhancement of the Policing Performance Assessment Framework.</p> <p>Maintaining increased police numbers (at December 138,155 strong) and increasing the number of Community Support Officers to at least 4,000.</p>

AIM 2 To reduce organised and international crime, including trafficking in drugs, people and weapons, and to combat terrorism and other threats to national security, in co-operation with EU partners and the wider international community.

TARGET	LATEST OUTTURN	2004-05
<p>We will disrupt more organised criminal enterprises including those involved in drug trafficking and people smuggling.</p> <p>Delivery</p> <p>Develop with partner agencies new tools for disruption of organised criminal enterprises and publish a national strategy on high-tech crime.</p> <p>Recover £45m of the proceeds of crime.</p> <p>Issue, and monitor implementation of a revised strategy and targets for recovering the proceeds of crime.</p> <p>Combating terrorism: annual report to Parliament on Terrorism Act 2000. Further review of Part VII Terrorism Act (Northern Ireland provisions).</p>	<p>As of March 2004, the provisional number of recorded disruptions was 637</p> <p>Establishment of the Serious Organised Crime Agency announced on 9 February 2004.</p> <p>Consultation document on tackling organised crime more effectively, published on 1 March 2004.</p> <p>National strategy on high tech crime to be published in Spring 2004.</p> <p>On course to meet target, with £41.5m recovered to end of February.</p> <p>A Multi-Agency Asset Recovery Delivery Plan incorporating targets was agreed in July 2003. Its implementation has been monitored quarterly by the Asset Recovery Committee.</p> <p>Lord Carlile of Berriew QC, annual report into the operation of Part VII of the Terrorism Act 2000 (Northern Ireland provisions) was laid before Parliament on 15 January. The provisions were debated in both Houses on 5 February 2004. Part VII is renewable annually and is an NIO lead.</p>	<p>Continued relevance of target to be considered as part of the preparation for the introduction of SOCA. Combating serious and organised crime by:</p> <p>Preparations for the formation of the Serious Organised Crime Agency including the appointment in summer 2004 of the Chair and Director Designate.</p> <p>Consulting on the proposed new powers against organised crime set out in the White Paper "One Step Ahead: a 21st Century Strategy to Defeat Organised Crime".</p> <p>Increasing criminal assets recovered to at least £60m.</p> <p>With our delivery partners, further improving our understanding of terrorist networks, disrupting them and where possible bringing them to justice.</p>

TARGET	LATEST OUTTURN	2004-05
<p>Enhance, develop and test counter terrorist contingency plans – including through a new regional exercise strategy to provide greater input and value for forces. Each exercise to include 3–4 forces. Maintain current programme of three live exercises.</p>	<p>16 exercises completed (three live, 13 desktop) by March 2004. CT seminars and conferences delivered to police and other agencies. Full revision of national CT contingency planning guidance undertaken.</p>	
<p>Implement recommendations of the Wheeler Report on Airport Security.</p>	<p>We are working closely with the Department of Transport. A key measure is the national roll out of Multi Agency Threat and Risk Assessments which is underway.</p>	<p>Following through the discussion paper on terrorism powers issued in February 2004 and arranging a counter terrorism exercise with the United States for early 2005.</p>
<p>Countering the threat to our national infrastructure: further increase the National Infrastructure Security Co-ordination Centre's (NISCC) capacity to respond to and investigate incidents, and provide threat assessments.</p>	<p>Capability has been increased through the recruitment of new members of staff. As a result:</p> <ul style="list-style-type: none"> • an improved threat assessment process has been developed; • Investigative capacity has been increased; • Response is more resilient and capable, and NISCC has delivered the responsible disclosure of network vulnerabilities. <p>An R&D programme into potential vulnerabilities has been established.</p>	<p>Strengthening the security of our Critical National Infrastructure and Airports and continuing to enhance protection against the possibility of a chemical, biological, radiological or nuclear attack.</p>
<p>Public Safety: Provide high-level search activity at Party Conferences by October 2003.</p>	<p>Search activity was provided for the main conferences in 2003.</p>	
<p>Support the Home Secretary in providing oversight of the Security Service.</p>	<p>The Home Secretary was able to fully undertake his oversight role on all aspects of the Security Service's functions.</p>	

TARGET	LATEST OUTTURN	2004-05
Integral co-operation: work to ensure the inclusion of effective, relevant and workable JHA provisions in the Future of Europe Convention.	Progress was made during the Convention and the IGC on incorporating workable and effective JHA provisions. The incorporation of the mutual recognition of judicial decisions as the basis of future judicial co-operation is a positive step in ensuring effective EU work in this field.	
Continue legislative process for Extradition Bill in 2002-03 session (Dependent on parliamentary programme).	Extradition Act 2003 now in force.	
Complete outstanding consultation on Mutual Legal Assistance Review and prepare any legislation required for implementation (subject to legislative programme).	Crime (International Co-operation) Act received Royal Assent November 2003. Consultation document for law enforcement and prosecution agencies and relevant government departments issued January 2004.	
Creation of area of "Justice, Freedom and Security" within EU by negotiating and implementing agreements and Framework Decisions.	Crime (International Co-operation) Act 2003 contained provisions to implement parts of the Framework Decision on Orders freezing property and evidence.	
Negotiate and Implement other international agreements designed to increase judicial co-operation.	Agreement has been reached on the Framework Decision on the Mutual Recognition of Financial Penalties. Negotiations on the Framework decision on the application of the mutual recognition principle to Confiscation Orders are ongoing. Negotiations on the United Nations Convention against Corruption were completed in September 2003 and the Convention was signed in December.	
Extradition and mutual legal assistance requests: continue to meet these casework performance targets.	100% dealt with within required deadlines.	

AIM 3 To ensure effective delivery of justice, avoiding unnecessary delay though efficient investigation, detection, prosecution and court procedures. To minimise the threat to and intimidation of witnesses and to engage with and support victims.

2003-04	LATEST OUTTURN	2004-05
<p>PSA 3: Improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice to 1.2million by 2005-06; with an improvement in all CJS areas, a greater increase in the worst performing areas and a reduction in the proportion of ineffective trials.</p> <p>Delivery</p> <p>Work with police forces to ensure that DNA samples are obtained from all known offenders and that all viable crime scenes are attended. In addition, the numerical target will be reviewed by HO statisticians.</p> <p>Each CJS area will achieve a 5% improvement in the number of offences brought to justice.</p> <p>Targets for 2004-05 will be set.</p>	<p>1.096m offences brought to justice during the year December 02 to November 03 up 3% on the previous year.</p> <p>39 areas have increased the number of offences brought to justice, compared to baseline.</p> <p>Areas performing below average were identified for the purpose of setting area targets for 2004-05, which were sent to areas in February.</p> <p>The proportion of ineffective trials in Crown Courts fell to 18.8% in January, compared with 24% in March 2003; those in Magistrates Courts similarly fell to 29% from 31%.</p> <p>The current estimate of 'all known active offenders' is 2.3-2.5 million, based on recent modelling by HO statisticians of the size of the offender population. It is kept under constant review. The DNA Database currently holds some 2.5 million profiles. Police forces continue to carry out forensic examinations at as many viable crime scenes as possible.</p> <p>29 of the 42 areas are currently on target to achieve this.</p> <p>Targets were set in February 2004.</p>	<p>Maintain progress towards target.</p> <p>Implementation of the Criminal Case Management Programme which will better co-ordinate the charging of suspects by police and CPS; improve victim and witness care and improve the effectiveness of trials (also contributes to PSA 4).</p> <p>Active performance management by Local Criminal Justice Boards, led centrally by the National Criminal Justice Board (also contributes to PSA 4).</p> <p>Improving enforcement of bail, fines and defendant attendance at court.</p>

2003-04	LATEST OUTTURN	2004-05
<p>We will improve the timeliness of key management information.</p> <p>The CJS Exchange, the sharing of case information between criminal justice agencies, will be implemented in a first tranche of up to six areas. Procurement of the secure e-mail service will be completed and this will be made available for use by criminal justice professionals.</p> <p>Review and respond to quarterly performance reports from key CJS areas, including giving support to worse performing ones.</p> <p>Halving from 142 to 71 days by 2002 the time taken from arrest to sentence for persistent young offenders (PYOs) and maintaining that level thereafter. In 2003-04 our aim is for every criminal justice area to meet the pledge in this period of time.</p>	<p>The provision of justice gap data has improved during 2003-04, with 32 local areas expected to be submitting data within three months by March 2004.</p> <p>Pilots of the CJS Exchange have been implemented as follows:</p> <ul style="list-style-type: none"> - a portal linking a police and magistrates' courts information, to support victim and witness care; - links between a police and a magistrates' court system to enable resulting of magistrates courts cases direct to the PNC; - making Crown Court hearing information available via a range of channels; - proving that it is possible to link the elements of a case through common indexing <p>Quarterly self-assessments from 13 priority areas have been reviewed and responded to throughout 2003-04. Support has been targeted on the priority areas, and some other worse performing ones. Nine Assurance Reviews, mainly in priority areas, which focus on the delivery structure that LCJBs have in place and the implementation of initiatives from LCJB NJG plans, have been carried out during 2003-04.</p> <p>Currently running at 66 days and has been below target since 2001. Performance has been better than the target of 71 days since 2001.</p>	<p>Modernising CJS IT, including initial implementation of linked case management systems (also supports PSA 10).</p>

2003-04	LATEST OUTTURN	2004-05
<p>PSA 4: Improve the level of public confidence in the Criminal Justice System, including increasing that of ethnic minority communities, and increasing year on year the satisfaction of victims and witnesses, whilst respecting the rights of defendants.</p> <p>Continue implementation of the Government's programme. Promote effectiveness of the new national and local arrangements.</p> <p>Reviews by HMIC and HO of seven forces facing the biggest challenge to meet targets for recruitment of ethnic minorities. Action plans to be agreed between HMIC and the chief constable identifying areas for development in 2003-04.</p> <p>Increase the focus of CJS agencies on meeting the needs of the public they serve, particularly victims and witnesses.</p>	<p>Public Confidence (BCS):</p> <p>Baseline (Year to Mar 2003) 39%</p> <p>Latest Outturn (Year to Dec 2003) 40%.</p> <p>Minority confidence (BCS):</p> <p>Baseline (BCS 2002-03) 49%</p> <p>Latest Outturn (December 2003) 53%</p> <p>Baseline information for our victims and witness targets will be available in July.</p> <p>Programme continuing to be implemented. Major advances were successful enactment of the Criminal Justice Act and initiation of the Criminal Case Management Programme. National and Local Criminal Justice Boards have been established and are taking forward reform and performance improvement.</p> <p>Reviews completed and action plans agreed.</p> <p>All LCJBs have developed satisfaction and confidence delivery plans. These cover improving services to victims and increasing overall confidence. They also cover staff and community engagement (including race issues and communication).</p>	<p>Maintain progress towards target.</p> <p>Improving the co-ordination of core confidence programmes across the wider CJS, including delivery of Local Criminal Justice Board victims and witnesses satisfaction and public confidence plans.</p> <p>Better engagement through Local Criminal Justice Boards with all sections of the local community to increase confidence and involvement in the CJS and tackle racism and inequality.</p>

2003-04	LATEST OUTTURN	2004-05
<p>Deliver publication of first national strategy for victims and witnesses; Measures to include:</p> <ul style="list-style-type: none"> • the introduction of a Victims' Bill which will lead to the implementation of a statutory Code of Practice and of a Commissioner for Victims and Witnesses • the establishment of a new Victims Advisory Panel • the preparation of new information material for victims and witnesses, • the setting up of witness care pilots in the Met and the West Midlands to establish what works well. 	<p>"A new deal for Victims and Witnesses – national strategy to deliver improved services" was published in July 2003 and covered each of these points.</p> <p>National mapping exercise undertaken of work and costs to support and protect victims and witnesses across Government. Each CJ Board produced confidence plans that include actions to improve services for victims and witnesses.</p> <p>Victims Advisory Panel established in 2003 and first annual report about to be published</p> <p>Leaflets produced to assist witnesses in 2003/4 (JWU to add) and web based victim and witness walkthrough</p> <p>Following national pilots and a successful invest to save bids (No Witness, No Justice),work to establish consistent provision to support victims and witnesses being taken forward</p> <p>Pilots launched for useful intermediaries for witnesses with serious communication difficulties</p> <p>Pilot developed for the devolution to LCJBs of funding for the Witness Service</p> <p>Pilots launched to support victims of road traffic incidents and human trafficking during the year</p> <p>The Domestic Violence, Crime and Victims bill is now before Parliament</p>	

AIM 4 To deliver effective custodial and community sentences to reduce re-offending and protect the public, through the Prison and Probation Services in partnership with the Youth Justice Board.

TARGET	LATEST OUTTURN	2004-05
<p>PSA 5: Protect the public and reduce reoffending by 5%:</p> <ul style="list-style-type: none"> • Maintain the current low level of escapes, including no Category A escapes. <p>Delivery</p> <p>Make full use of video links installed in the Courts.</p> <p>Complete a third tranche of the perimeter security upgrade programme by 31 March 2004</p> <p>Meet key performance targets on searching, security audits and planned preventative maintenance.</p> <ul style="list-style-type: none"> • Reducing the rate of offending of all offenders punished by imprisonment or by community supervision by 5% by 2004 compared to the predicted rate. Reduce the rate of reconvictions of young offenders by 5% compared to the predicted rate. 	<p>No Category A escapes, and, the rate of other escapes was 0.07%.</p> <p>The facility has now become operational in 154 Magistrates Courts, 30 Crown Courts and 57 prisons.</p> <p>Tranche 2 of the of the perimeter security upgrade programme was completed in mid March and tranche 3 has slipped to January 2005.</p> <p>85% of establishments have achieved the searching target.</p> <p>86% of those establishments who had had a security audit had achieved their target of good or acceptable.</p> <p>Baseline is Q1 2000, data for which is not available. That for earlier periods indicate that we are on track. For juveniles reconvictions for 2001 were 22% down on 1997.</p>	<p>Maintain performance against target.</p> <p>Ensuring full use of video links in Magistrates and Crown Courts and that the security ratings in prisons are maintained.</p> <p>Maintain progress towards target.</p>

TARGET	LATEST OUTTURN	2004-05
<p>Delivery:</p> <p>Prison and Probation Services will:</p> <ul style="list-style-type: none"> Complete 28,900 independently accredited Offender Behaviour Programmes; <p>Ensure 31,500 extra prisoners go into employment, education or training, a rise of 5,000 over 2001.</p> <p>The Probation Service will ensure proper enforcement action in 90% of cases where community sentences are not complied with.</p> <p>It will:</p> <ul style="list-style-type: none"> Achieve 25,000 Enhanced Community Punishment Commencements. <p>The YJB will:</p> <ul style="list-style-type: none"> Ensure that by 2004 80% of final warnings are supported by interventions; Ensure 90% of young offenders under community supervision or in custody are in suitable full-time education, training or employment. <p>Dangerous and severely personality disordered persons:</p> <p>300 new high security places in the Prison Service and NHS will be completed for individuals with dangerous severe personality disorder.</p>	<ul style="list-style-type: none"> OBPs are currently at around 16,780 but we are awaiting the accreditation of prison drug figures. <p>Results of the March-April 2004 resettlement survey are expected to be available in May. Available management information indicates the targets will be met.</p> <p>The full-year target will not be achieved but the latest monthly results outside London indicate that proper enforcement is now embedded in probation practice.</p> <p>ECP starts for the first three quarters of 2003 were nearly 23,000.</p> <p>As at December 2003, 80% of final warnings were supported by interventions.</p> <p>As at January 2004, nearly 75% of young offenders under community supervision or in custody were in full time education, training or employment.</p> <p>We are continuing to develop our programme of work with those offenders with dangerous and severe personality disorders, providing more than 240 places by the end of 2004.</p>	<p>Prisoners achieving 56 thousand basic skills and 120 thousand work skills qualifications while offenders under probation supervision will achieve 8,000 basic skills qualifications</p> <p>Around 50 thousand offenders in prison with problems with drug addiction will receive some intervention, maintenance, detoxification or treatment.</p> <p>The establishment of the National Offender Management Service.</p> <p>Implementation of measures in the Criminal Justice Act 2003.</p>

AIM 5

To reduce the availability and abuse of dangerous drugs, building a coherent, co-ordinated drugs strategy, covering education and prevention, supply and misuse. To focus on effective intelligence and detection, preventative measures at local level, community regeneration and, with other relevant departments and agencies, the provision of necessary treatment and rehabilitation services.

To reduce the incidence of drugs in prisons and provide appropriate follow-up and remedial services.

TARGET	LATEST OUTTURN	2004-05
<p>PSA 6: Reduce the harm caused by drugs by:</p> <ul style="list-style-type: none"> reducing the use of Class A drugs and the frequent use of any illicit drugs among all young people under the age of 25 especially by the most vulnerable young people; <p>Delivery</p> <p>Pilot and evaluate local Pooled Budget arrangements for young people's services.</p> <p>Provide drug services in all juvenile custodial institutions by December 2003.</p> <p>By March 2004, 80% of areas local partners, PCTs, will work together to provide integrated packages of treatment, care and support to all young people who need it.</p> <p>All primary and secondary schools will have drugs policies, in line with DfES guidance and consistent with DAT prevention plans.</p>	<p>Class A drug use among young people has remained broadly stable since 1996 with recent falls in some individual classes.</p> <p>Pooled Budget arrangements piloted in 25 DATs and evaluated.</p> <p>Drug services are available in all juvenile custodial institutions.</p> <p>Over 80% of DATs produced integrated young people substance misuse plans for 2003-04, working in close partnership with local children's service planners.</p> <p>OFSTED reports that 96% of secondary schools and 80% of primaries have drugs policies in place.</p>	<p>Maintain progress towards target.</p> <p>All local areas providing drug-related assessment, referral, treatment and other support to vulnerable young people.</p>

TARGET	LATEST OUTTURN	2004-05
<ul style="list-style-type: none"> Reduce drug related crime, including as measured by the proportion of offenders testing positive at arrest. <p>Delivery</p> <p>Enhance arrest referral schemes, with appropriate support, in the critical gap between referral and entry to treatment. In parallel work with DH/NTA to drive down waiting times for treatment.</p> <p>Introduce drug testing to custody suites in the 30 areas with the highest levels of acquisitive crime.</p> <p>Roll-out Youth Programmes to areas particularly affected by drug related crime.</p> <p>Implement the National Crack Plan.</p> <p>Improve aftercare and through-care services, including increased accommodation, for those leaving prison and treatment.</p>	<p>Interim figures, from the reconstructed offenders' index, for the six months ending March 2003, shows a 2% fall in the volume of drug-related acquisitive crime convictions.</p> <p>Arrestee Survey in 60 custody suites will provide a robust baseline including hidden crime, from October 2004.</p> <p>Enhanced arrest referral is now available throughout England and Wales.</p> <p>Average waiting times have continued to fall. December 2003 data shows the average length is 3.2 weeks.</p> <p>Drug testing on charge successfully implemented in 30 BCUs.</p> <p>Positive Futures projects in place in the 30 areas most affected by drug related crime. 104 projects across the country.</p> <p>Young people arrest referral launched in 10 areas.</p> <p>New crack treatment services established. Training is being given to assist drug professionals engage crack users and a range of evaluation programmes have begun to develop and improve practice.</p> <p>Dedicated case management teams in place in 80% of the 30 CJIP areas.</p> <p>£22m of Supporting People programme funding has been made available in 2003-4 for drug users, many of whom are leaving prison.</p>	<p>Maintain progress towards target.</p> <p>Deliver the Criminal Justice Interventions Programme, (CJIP) including:</p> <ul style="list-style-type: none"> the piloting of Criminal Justice Act drug provisions introduced; and making at least 12,000 Drug Treatment and Testing Orders. <p>Sharply reducing attrition rates from drug testing offenders at charge through to completion of treatment.</p>

TARGET	LATEST OUTTURN	2004-05
<p>Increase the participation of problem drug users in drug treatment programmes by 55% by 2004 and by 100% by 2008, and increase year on year the proportion of users successfully sustaining and completing treatment programmes. (DH PSA).</p> <p>Delivery</p> <p>We will continue to increase the numbers in treatment.</p>	<p>Figures published in December 2003 identified 140,900 drug users in treatment in 2002-03 a 41% rise since 1998, with 57% of these successful.</p>	<p>Maintain progress towards target.</p>
<p>Reduce the availability of illegal drugs by increasing: the proportion of heroin and cocaine targeted on the UK which is taken out; the disruption / dismantling of criminal groups responsible for supplying substantial quantities of class A drugs to the UK market; and the recovery of drug-related criminal assets. (HMCE PSA)</p>	<p>At the end of December CIDA agencies had:</p> <ul style="list-style-type: none"> • Taken out 1,670kg of heroin; and 16,786kg of cocaine; • Disrupted or dismantled 116 trafficking groups; and • Recovered £19.7m of drug-related criminal assets April – September 2003. <p>Results to the end of December indicate that we are on course to deliver the targets for cocaine, groups and assets. Heroin is currently off track – an action plan has been developed to address this.</p>	<p>Maintain progress towards target.</p>
<p>Delivery</p> <p>We will focus activity on UK impact and on developing a better understanding of the impact that enforcement activity has on the drug market.</p>	<p>A pilot assessment of the impact of upstream activity in the Caribbean has been undertaken and we have developed a programme of further pilots to examine the effect of intervention at various stages in the supply chain.</p>	<p>See Aim 2 actions against organised crime more widely.</p>

AIM 6

To regulate entry to and settlement in the United Kingdom effectively, in the interests of sustainable growth and social inclusion. To provide an efficient and effective work permit system to meet economic and skills requirements, and fair, fast and effective programmes for dealing with visitors, citizenship and long term immigration applications and those seeking refuge and asylum. To facilitate travel by UK citizens.

TARGET	LATEST OUTTURN	2004-05
<p>PSA 7: Focus the asylum system on those genuinely fleeing persecution by taking speedy, high quality decisions and reducing significantly, unfounded asylum claims, including by:</p> <p>Fast turn-around of manifestly unfounded cases.</p> <p>Ensuring by 2004 that 75% of substantive asylum applications are decided within two months.</p> <p>And that a proportion (to be determined) including final appeal), to be decided within six months.</p> <p>Enforce the immigration laws more effectively by removing a greater proportion of failed asylum-seekers.</p> <p>Delivery</p> <p>Additional Presenting Officer Units operational by the summer 2003.</p> <p>Regionalise NASS contact management, outreach and investigations to improve service and assume a higher profile in the wider debate on issues relating to sustainable growth and community cohesion at a regional level.</p>	<p>The number of new asylum claims has reduced from 8,770 (October 2002) to 4,225 (September 2003), meeting the commitment to halve new applications.</p> <p>Data planned to be published in the quarterly asylum statistics.</p> <p>80% of applications received in the period April to September 2003 had initial decisions reached and served within two months.</p> <p>We are on track to decide the majority within 6 months.</p> <p>17, 040 failed asylum seekers (including dependants) were removed in 2003, compared with 13,910 the previous year.</p> <p>Two additional POUs became operational (North Shields and Stoke), with some operating from temporary accommodation.</p> <p>Regional representation is now in place. Local authority liaison, outreach, housing inspection and management are operating in the regions. NASS has begun to raise its profile with local stakeholders as a responsive and more customer-focused organisation.</p>	<p>Maintain progress towards target.</p>

TARGET	LATEST OUTTURN	2004-05
<p>To re-open removal routes there is an ongoing process to negotiate with overseas governments to speed up the process of obtaining documents.</p> <p>Prioritisation period for short-term detention will be reduced from 28 days to 14 days, by September 2003.</p> <p>First regional induction centre is expected to be operational from May 2003, allowing applications for NASS support to be swiftly processed.</p> <p>Asylum seekers housed in emergency accommodation to be reduced to 3,000 by March 2004.</p>	<p>Agreements have taken place with a number of countries including China to assist with returns. Return agreements with Turkey and Sri Lanka have been concluded.</p> <p>It has not been practical to reduce the period for short-term detention. Further progress is being made to overcome the barriers to removal, particularly the ability to obtain travel documents.</p> <p>First regional centre (Yorkshire and Humberside Induction Centre) opened in June 2003.</p> <p>Current projections suggest that numbers in Emergency Accommodation will be around 5,000 by March 2004. Extending fast track asylum processes and strengthen quality assurance systems.</p>	<p>Implementing planned asylum legislation including transition to single tier appeals system.</p>
<p>To reduce illegal inflows, conduct intelligence led exercises at overseas borders, in conjunction with foreign Governments.</p> <p>Effective use of intelligence to be continued to target particular flights.</p> <p>100% of high risk UK bound freight will be searched at a further five high-risk and up to six medium-risk channel ports.</p>	<p>We have delivered projects in Romania, Serbia and Montenegro aimed at preventing flows of illegal immigrants to the UK. We have participated in joint EU exercises at overseas borders.</p> <p>Airline Liaison Officers have been posted to Holland and Spain to assist airlines in identification of those with inadequate documentation.</p> <p>Deployment of new detection technology was delayed by French legislative requirements. The current forecast for delivery is late 2004.</p>	<p>Continuing to secure borders and press down on monthly asylum intake.</p> <p>Continuing the implementation of border control measures, juxtaposed controls and new detection technology.</p>

TARGET	LATEST OUTTURN	2004-05
At Calais Phase 2 of juxtaposed controls scheduled for mid 2003. Phase 3 (full control) requires significant infrastructure changes. Phases 2 and 3 in Brussels are being negotiated.	Juxtaposed controls Phase 1 was delivered in August 2002. Subsequent French domestic process for ratification was delayed. Current forecast date for Phase 2 is July 2004. Phase 1+ controls came into force on 1 February 2004 mitigating the delay to Phase 2 implementation.	
Reduce to three months by March 2004, the average time taken to grant citizenship to qualifying applicants.	New cases are being decided within three months. Cases received prior to July 2003 were taking on average just less than a year resulting in an average waiting time of around five months.	Increasing our understanding of the socio-economic context that drives migration – to assist managed migration
Report on refugee integration to be published in the Spring 2003.	Delayed until spring 2004.	
Introduce citizenship ceremonies and implement new processes to reduce waiting times.	Seven pilot areas have been identified and the first ceremony took place on 26 February 2004.	Deliver, through the use of taskforces, the priority actions needed to reduce immigration abuse.
Deliver an effective and efficient entry clearance operation, together with the Foreign and Commonwealth Office.	UK visas continued to meet targets on the processing of settlement and straightforward non-settlement visas.	
A new IT system for visas will be introduced in the form of a central reference system containing all UK visa records. It is planned to link this new database to Home Office IT systems.	The central reference system is now available to all overseas visa staff and will be rolled out to IS and IND staff from April 2004.	
From 2004, the new visa-issuing IT will deliver benefits estimated to be worth up to £2.75 million a year in efficiency savings alone.	Improvements to Proviso, the visa-issuing software, are producing benefits through savings in processing time and increased security features.	

TARGET	LATEST OUTTURN	2004-05
Work Permits: changes made to policy and marketing expected to attract greater numbers in 2003-2004.	Work permit schemes continuing to operate effectively to meet needs of employers. Measures being considered, for 04-05 rollout to take account of accession country nationals eligibility under Workers Registration Scheme.	Improving customer service including further application of charging for managed migration.
Processes in place for operational plans for launch of sector-based, short-term work schemes.	Achieved May 2003.	

AIM 7

To support strong and active communities in which people of all races and backgrounds are valued and participate on equal terms by developing social policy to build a fair, prosperous and cohesive society, in which everyone has a stake. To work with other Departments and local government agencies and community groups to regenerate neighbourhoods; to support families; to develop the potential of every individual; to build the confidence and capacity of the whole community to be part of the solution; and to promote good race and community relations, combating prejudice and xenophobia. To promote equal opportunities both within the Home Office and more widely and to ensure that active citizenship contributes to the enhancement of democracy and the development of civil society.

TARGET	LATEST OUTTURN	2004-05
PSA 8: To increase Voluntary and Community Sector activity, including increasing community participation, by 5% by 2006.	The number of people engaged in community participation in England has risen by 1.6 million since 2001. This represents an increase of more than 6%. A 2002-03 baseline for voluntary sector activity has been set.	Maintain progress towards target.
Delivery Identify areas for the VCS to play a larger role in the delivery of public services and establish the 'State of the Sector' panel to identify best practice and measuring success.	Key areas include: crime, community cohesion, health and social care, education and learning, support for children and young people. The State of the Sector Panel comprises 3,600 VCS organisations which will respond to an annual postal survey. Main areas of enquiry are: Service Delivery; Funding & Monitoring + Evaluating; Partnerships & Engagement; Staffing and Volunteers; Capacity & Constraints.	Modernising funding and procurement practices across government departments that reduces bureaucracy and enables more contracting for VCS delivered services.

TARGET	LATEST OUTTURN	2004-05
<p>Review what works best in recruiting and supporting volunteers in order to increase community participation.</p> <p>PSA 9: Bring about measurable improvements in race equality and community cohesion across a range of performance indicators, as part of the Government's objectives on equality and social inclusion.</p> <p>Delivery</p> <p>Promote with the Commission Race Equality, policy impact appraisal tools across government.</p>	<p>We ran a consultation exercise and published a report "Recruiting and Supporting Volunteers" in July 2003.</p> <ul style="list-style-type: none"> • Home Secretary's Race Equality Employment targets: Most service areas have exceeded 2002 representation targets, while some have already met their 2009 targets. Progress to March 2003 [2009 targets in brackets]: • Home Office London/Croydon 31.1% [25%] • Immigration Service 22.5% [7%] • Prison Service 5.1% [7%] • Police Service 3.8% [7%] • Probation Service 10.5% [8.3%] • Public Services: [See PSA4] • Community Cohesion: Baseline information on perceptions of community cohesion will be made available by June 2004. <p>HO/CRE guidance has been drafted and is currently being tested with a wide range of stakeholders. In addition, the HO has given presentations across Whitehall and shared best practice.</p>	<p>Launching a "UK Year of Volunteering" in 2005 and programmes that engage communities that are least likely to participate, including by establishing a commission to develop a national youth action programme and employee mentoring schemes.</p> <p>Publishing a draft Charities Bill giving effect to recommendations in the Strategy Unit report "Private Action, Public Benefit".</p> <p>Maintain progress towards target.</p> <p>Developing and launching the Community Cohesion and Race Equality Strategy;</p>

TARGET	LATEST OUTTURN	2004-05
<p>With DfES, DH to agree measures and develop action plans to improve the delivery to minority ethnic groups of Education and Health services and their outcomes.</p>	<p>Roles and responsibilities have been agreed with DH and DfES on strategies aimed to promote ethnic minority mental health and educational achievement. In addition to enforcing the Race Relations (Amendment) Act, the Home Office is funding research a to identify the causes and remedies of inequalities.</p>	
<p>Work with the DWP and DTI to reduce inequalities in the labour market and implement the strategy unit report on ethnic minority achievement in the labour market.</p>	<p>The Home Office and CRE are taking forward a significant number of recommendations from the SU report. This aims to promote equal opportunities in the workplace and includes membership of the Ministerial taskforce which oversees delivery.</p>	<p>Working with DCA, DTI and others in preparing for the proposed single Commission for Equality and Human Rights.</p>
<p>Fund 14 pathfinder projects to identify beacons of good practice in building community cohesion.</p>	<p>Done. Best practice examples have been published on the Home Office web site.</p>	<p>Continued engagement and dialogue with all faith groups and the implementation of the Government's Faith Review report</p>
<p>Other Delivery</p> <p>Publication of information on parent satisfaction with the amount and quality of information on parenting.</p> <p>Review family policy in the run up to the tenth anniversary of the United Nations Year of the Family, in 2004.</p> <p>ID Cards: we will publish the results of the consultation and the Government will give its response.</p>	<p>The Family Policy Unit was transferred to the Department for Education and Skills in June 2003.</p> <p>See above.</p> <p>The Government announced its decision to build the base for a compulsory national ID cards scheme on 11 November. The Office for Government Commerce has confirmed that the programme was ready to proceed.</p>	<p>Publishing legislation for a national identity cards scheme and undertaking feasibility studies on implementation.</p> <p>Developing reform plans for coroner and death certification services.</p>

Making the Best Use of Our Resources

TARGET	LATEST OUTTURN	2004-05
<p>PSA 10: Increase Value for money in the Criminal justice system, and the rest of the Home Office, by 3% and ensure annual efficiency gains by the police of at least 2%.</p> <p>Ensure annual efficiency gains by the police forces are worth in total at least 2% of overall police spending in that year.</p> <p>Departmental efficiency strategy to ensure 3% annual efficiency savings.</p> <p>2002-03 resource accounts submitted on time and receive unqualified opinion</p> <p>Ensure delivery of Government and Private Members' Bills and the drafting of secondary legislation. Target of 93% level of client satisfaction</p> <p>Provide legal advice to Ministers and officials in the Home Office. Target of 93% level of client satisfaction.</p>	<p>Value for money improvements in the prison and probation services came to £92.4m (4.4%) and £19m (3%) respectively. Efficiency improvements in the police totalled an estimated £221.5m (2.5%).</p> <p>See above</p> <p>See above. IND has a 3%pa efficiency assumption built into its baseline.</p> <p>Accounts signed by Accounting Officer by statutory deadline of 30 November 2003. Accounts were qualified for a breach of request for resource 2.</p> <p>Actual performance of 97% – measured by annual client satisfaction survey</p> <p>Actual performance of 95% – measured by annual client satisfaction survey</p>	<p>Police efficiency and Prisons and Probation value for money improvements of £193m¹, £54m and at least £17m respectively.</p> <p>Increasing value for money across the Group by 1% and free up funding from HQ costs for redeployment elsewhere.</p> <p>Ensuring the successful roll-out and implementation of the Adelphi finance, HR and procurement system</p>

¹ Estimated, based on 2% of net police budgets and recycled by police authorities

The People for the Job

TARGET	LATEST OUTTURN	2004-05
Maintain downwards pressure on the number of vacancies filled against total vacancies.	<p>Reduced the number of vacancies in the Core Home Office from 520 in April 2003 to just over 100 as at March 2004.</p> <p>Have taken an average of 13.2 weeks to fill vacancies, a slight increase on our 2002/3 performance. This increase can be attributed partially to the headcount hold exercise which, whilst reducing the total number of vacancies, has increased the proportion that need to be filled through time consuming external recruitment.</p>	Continuing to improve and streamline our recruitment processes to reduce the average time taken to fill a vacancy to no more than 10 weeks
Manage attendance more proactively and aggressively: in particular having considered the recommendations of an internal efficiency review on sick absence.	Began to manage attendance more proactively the Core Home Office having recently introduced regular and effective reviews and intervention in cases of long term sickness absence and poor attendance. Although average absence for the year has remained constant at 8 days per person, these new systems, together with the introduction of Adelphi, will help significantly improve our ability to improve performance.	Improving the management of sickness absence and reduce the average number of days sickness against stated targets.
Seek re-accreditation as an Investor in People.	The core Home Office successfully obtained re-accreditation as an Investor in People;	
Monitor and equality-proof our HR procedures; provide support for staff networks; help develop staff; and review our Race Equality Scheme after its first year of operation.	<p>Spectrum, a support network for gay, lesbian, bisexual, transgender and transsexual staff, was launched – complementing The NETWORK (the support network for minority ethnic staff) and HODS (for disabled staff), which continue to thrive.</p> <p>We are committed, through our Race Equality Scheme, to carrying out our business in a way that promotes race equality and race relations.</p>	Increasing the representation of women in the senior civil service to 35% and that of disabled staff to 3%, with further improvements in that of ethnic minorities.

TARGET	LATEST OUTTURN	2004-05
<p>Raise awareness of how Home Office policy impacts on, and is affected by, the diversity; build in-house capacity to tackle these issues; and bring the Group's challenge and accountability mechanisms to bear.</p> <p>Undertake further assessment centres to recruit external candidates, as well as to promote internal ones, at key middle management levels.</p>	<p>We launched the Race Equality Advisory Panel – advising the Home Office on race equality issues.</p> <p>Race Equality Impact Assessments on a number of new policies, including the Criminal Justice Bill, the Anti-Social Behaviour Bill (both now Acts) and Domestic Violence.</p> <p>Undertook Assessment Centres for Grade 7 and Grade 5 posts. In total 68 external applicants were appointed at G7 level and 18 at SCS, in addition to those being filled internally.</p>	

Building a "What Works" approach

TARGET	LATEST OUTTURN	2004-05
<ul style="list-style-type: none"> Secure a robust picture of where significant evidence gaps remain as a basis for future strategic research Undertake a comprehensive programme of what works research and systematic reviews of the knowledge base to support all HO delivery plans; <p>Continue to improve performance monitoring information and further increase RDS's support for delivery and policy areas</p>	<p>The main gap included latest crime patterns, offending behaviour, civil renewal and migration. These are being addressed</p> <p>The three-year RDS Strategic Business plan included development of programmes of evidence based research that covered each delivery area. Key outcomes for 2003-4 were highlighted in the "Organising to Deliver" section of the report</p> <p>RDS performance data & analysis is integral to the routine reporting of performance targets. Particular progress this year was the development of a comprehensive Police Annual Data requirement to drive business delivery and development work to reduce the time & effort to process and analyse courts and sentencing data.</p>	<p>Supporting delivery by continuing to improve our performance information systems and knowledge of what works through high quality and research and science</p>

Communicating Effectively

TARGET	LATEST OUTTURN	2004-05
<p>Improving service to media to be measured against calls answered and quality of information.</p> <p>Calls: news desk to answer a minimum 90 per cent (07:00–22:00 weekdays)</p> <p>Quality: Annual improvements in customer satisfaction over quality and timeliness of output.</p>	<p>In the last 6 months 91.3% of calls were answered. Press Office's customer survey revealed similar levels of satisfaction with the attitude of staff. There was a slight increase in satisfaction in the quality of press releases.</p>	
<p>Devise and implement communication initiatives through paid publicity which contributes towards delivery of the Home Office objectives set for each campaign</p> <p>(1) Police recruitment</p> <p>(2) Drugs</p> <p>(3) Vehicle crime</p> <p>(4) Child protection on the internet</p>	<p>Targets differ for each campaign – depending on campaign objectives and levels of spend:</p> <p>(1) £5m on “Could You?” campaign. Generated over 1,300 calls for application packs among the non-white community and nearly 10,000 calls from women</p> <p>(2) £3m (joint funded by DH) on the “Frank” campaign encouraging young people and parents to talk about drugs prompted 180,000 calls to phone line in first 8 months and 203,000 unique visitors to the website.</p> <p>(3) £5m to increase awareness of vehicle and property theft.</p> <p>(4) £1m campaign aimed at 9-14 year olds. It increased the recall of the main message about safety from 10% to 31% of those sampled.</p>	<p>Devising and implementing communication initiatives through paid publicity which contribute towards delivery of the Home Office objectives set for each campaign.</p>
<p>To achieve performance levels of 95% of public correspondence (letters, faxes, emails) responded to within 20 working days</p>	<p>An average performance level of 86.6% has been achieved during 2003-04, following the rollout of the new Correspondence Tracking System in the 2nd quarter of 2003, and other initiatives designed to build on the opportunities presented by the introduction of the new technology.</p>	<p>Ensure that correspondence is replied to within key target deadlines:</p> <ul style="list-style-type: none"> • 95% of public correspondence within 20 working days; • 95% of MPs' correspondence within 15 working days (IND and Prison Service 20 working days).

TARGET	LATEST OUTTURN	2004-05
<p>We shall increase user satisfaction by starting to redevelop our websites and intranet, adding new functionality to BARD and continuing the development of electronic library service.</p> <p>Manage internet sites reliably and efficiently and further improve them as necessary.</p>	<p>The web team managed 37 sites, and took steps to manage these in a reliable and effective way. The redevelopment of the Central Home Office site is underway. Key target sites have been developed and maintained. The library now provides the office with desktop access to over 50 electronic databases and full text journals service. We opened a cyber-cafe, benefiting researchers and other library users.</p>	
<p>55% of PQs to be answered within target dates. We are planning to introduce an IT system this year to track, monitor and streamline the handling of PQs throughout the Department. A step plan for improvement has also been agreed with targets of 55%, 75% and 95% set over the next three years.</p>	<p>Performance is unsatisfactory at 37% but on electronic PQ system is rolling out after successful pilots and GEB approval. It provides time savings and other benefits to Private Offices and Units. CD is running an awareness campaign, that includes user training as well as internal publicity materials. Average time to clear a PQ has improved.</p>	<p>Continue to work on improving and delivery of PQs as part of our three year step change plan.</p>
<p>To achieve and maintain performance levels of 95% of MP's correspondence (letters) responded to within 15 working days (20 days in the Prison Service).</p>	<p>An average performance level of 56% has been achieved during 2003-04</p> <p>This breaks down as:</p> <ul style="list-style-type: none"> • 72% – Central Home Office policy units • 44% – IND • 62% – Prison Service 	

Making The Best Use of Our Assets: Capital and Investment Strategy

TARGET	LATEST OUTTURN	2004-05
75% of staff in key designated procurement posts to be qualified by April 2004.	Current figures for end March 2004 indicate that 75% of staff in key designated procurement posts are qualified. However this figure has fluctuated from 70% – 75% throughout the last year due to qualifications gained, vacancies and staff moves in key posts.	
Meet target set by the Office of the e-Envoy for 100% of HO services to be available on-line by 2005.	75.2% of services (as defined by OeE) provided to citizens and business available online now.	
Continue on target to deliver new headquarters building by March 2005.	Construction of the Department's new Headquarters in Marsham Street is now well advanced, the building structure is complete and the internal infrastructure is taking shape rapidly.	Begin the move into our new HQ building at 2 Marsham Street from February 2005.
<ul style="list-style-type: none"> • Take a more strategic approach to the capital programme focusing senior management attention on those key projects that need them; • ensure that recommendations of Gateway reviews are properly implemented. 	<p>In July 2003 the Group Investment Board (GIB) reconstituted. This is a sub-committee of the GEB.</p> <p>SROs have responsibility for ensuring Gateway recommendations are adequately addressed. Subsequent Gateway reviews verify the response to the recommendations. During the year no Gateway reviews questioned the validity of any Home Office project's response.</p>	



section

6

Finance and Staffing

Financial Tables

Six common core tables are included in the 2004 Home Office Departmental Report. They show the way in which the department is budgeted and staffed to deliver its objectives. The finance tables reflect figures in the H.M. Treasury database.

The tables are intended to be clear and understandable and to focus on the delivery of objectives and functions rather than control frameworks. The more technical budgetary material will be presented in Supplementary Budgetary Information which will accompany the Home Office Main Estimate.

Table 1 is a summary table, providing details of all general government spending in the areas of Home Office responsibility. It shows the resource and capital budget spending by Home Office Aims.

It additionally shows the Local Authority spending on functions relevant to the Home Office in England and Wales and expenditure by the Home Office and Police Authorities on policing activities.

Tables 2 and 3 provide more detail of the resource and capital spending plans shown in table 1. They show what activities the department spends money on, ie a functional breakdown of spending, grouped by objective.

Table 4 sets out the capital employed across the Home Office Departmental group.

Tables 5 and 6 show the administration costs and staff numbers of the Home Office, alongside other staffing related issues including public appointments

Table 1: Total Public Spending for the Home Office

	£ millions								
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04*	2004-05	2005-06	
	OUTTURN	OUTTURN	OUTTURN	OUTTURN	OUTTURN	OUTTURN	PLANS	PLANS	
Consumption of resources:									
Reduction of crime and the fear of crime	4,034,687	3,934,903	4,148,602	4,847,407	6,699,006	5,449,947	5,593,308	5,791,706	
Reduction of organised and international crime	27,023	22,470	29,846	56,002	236,560	278,979	288,184	321,018	
Ensuring the effective delivery of justice	303,317	353,527	396,987	410,129	340,110	279,515	339,427	359,466	
Delivering effective custodial and community sentences to reduce reoffending and protect the public	2,330,209	2,393,231	2,641,474	3,195,499	3,563,917	3,502,925	3,550,854	3,850,524	
Reducing the availability and abuse of dangerous drugs	3,363	8,369	9,248	33,669	87,227	144,626	255,493	324,993	
Regulating entry to and settlement in the UK effectively, in the interests of sustainable growth and social inclusion	357,662	794,735	1,336,399	1,625,430	1,847,553	1,891,447	1,697,400	1,709,009	
Supporting strong and active communities in which people of all races and backgrounds are valued and participate on equal terms	139,709	96,885	75,947	57,248	92,826	113,263	185,351	188,862	
Central Services	209,992	133,163	173,140	209,438	234,768	216,438	227,855	389,494	
Total resource budget	7,405,962	7,737,283	8,811,643	10,434,822	13,101,967	11,877,140	12,137,872	12,935,072	
of which:									
Resource DEL (1)	7,406,517	7,425,579	8,811,027	10,261,856	11,088,502	11,836,009	12,137,041	12,934,241	
Capital spending:									
Reduction of crime and the fear of crime	167,320	182,121	202,643	226,213	296,787	457,977	439,486	565,486	
Reduction of organised and international crime	66	34	342	4,128	39,421	74,053	58,000	46,000	
Ensuring the effective delivery of justice	600	400	420	1,269	5,443	28,162	141,036	146,036	
Delivering effective custodial and community sentences to reduce reoffending and protect the public	279,495	181,697	111,015	185,803	268,807	291,393	326,044	253,894	
Reducing the availability and abuse of dangerous drugs	-	-	-	-	-	450	4,150	11,300	
Regulating entry to and settlement in the UK effectively, in the interests of sustainable growth and social inclusion	4,956	23,351	83,703	149,136	28,908	110,693	32,565	46,000	
Supporting strong and active communities in which people of all races and backgrounds are valued and participate on equal terms	335	288	317	6,931	91	774	284	284	
Central Services	11,985	6,500	3,703	1,680	12,506	1,640	1,000	1,000	
Total capital budget	464,757	394,391	402,143	575,160	651,963	965,142	1,002,565	1,070,000	
of which:									
Capital DEL (1)	464,757	394,391	402,143	575,160	651,963	965,142	1,002,565	1,070,000	
Total Public Spending (2)	7,608,178	7,996,184	9,068,695	10,820,813	13,493,081	12,605,526	12,908,340	13,761,435	
(1) Departmental Expenditure Limits, set a part of the 2002 Spending Review									
(2) Total public spending calculated as the total of the resource budget plus capital budget, less depreciation									
Local Authority spending on police and other functions relevant to the Home Office									
	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04			
	OUTTURN	OUTTURN	OUTTURN	OUTTURN	OUTTURN	ESTIMATED			
Current spending	7,663,003	8,064,543	8,332,062	8,521,798	8,983,618	9,817,100			
of which:									
financed by grants from Home Office	4,112,062	4,118,854	4,325,732	4,123,154	4,154,664	4,414,219			
Capital spending	189,698	183,112	199,051	287,026	355,983	509,184			
of which:									
financed by grants from budgets, above	161,208	161,337	160,405	133,030	234,215	268,316			

* Estimated

Table 2: Resource budget for the Home Office

	1998-99 OUTTURN	1999-00 OUTTURN	2000-01 OUTTURN	2001-02 OUTTURN	2002-03 OUTTURN	2003-04* OUTTURN	2004-05 PLANS	2005-06 PLANS
Reduction in crime and fear of crime of which:	4,034,687	3,934,903	4,148,602	4,847,407	6,699,006	5,449,947	5,593,308	5,791,706
Police (inc grants)	3,946,473	3,880,496	4,105,979	4,611,304	6,324,519	5,227,802	5,287,439	5,529,789
Crime Reduction	-	-	-	172,282	195,732	106,884	177,584	120,796
Criminal Records Bureau	-	-	-	31,100	31,768	4,575	-	-
Firearms Compensation	42,119	6,063	100	277	63	-	-	-
Police Information Technology Organisation	42,892	41,470	38,534	27,636	60,480	26,495	35,348	45,858
Police Complaint Authority	3,203	6,874	3,989	4,808	5,340	3,610	3,610	3,995
Independent Police Compliants Commission	-	-	-	-	-	14,254	23,000	23,000
Central Police Training	-	-	-	-	81,104	66,327	66,327	68,268
Reduction of organised and international crime of which:	27,023	22,470	29,846	56,002	236,560	278,979	288,184	321,018
Organised crime drugs and international	27,023	22,470	29,846	56,002	29,807	64,191	75,818	95,056
National criminal intelligence Service	-	-	-	-	66,389	67,611	66,783	72,530
National Crime Squad	-	-	-	-	140,364	147,177	145,583	153,432
Ensuring the effective delivery of justice of which:	303,317	353,527	396,987	410,129	340,110	279,515	339,427	359,466
Criminal cases review commission	5,868	5,752	5,637	5,820	12,049	8,607	8,549	8,683
Criminal Justice	79,997	120,443	160,289	86,947	89,764	80,541	151,511	170,904
Criminal Injuries Compensation	217,452	227,332	231,061	317,362	238,297	190,367	179,367	179,879
Delivering effective custodial and community sentences to reduce reoffending and protect the public of which:	2,330,209	2,393,231	2,641,474	3,195,499	3,563,917	3,502,925	3,550,854	3,850,524
Correctional Services	-	-	-	-	-	-10,549	54,386	49,973
Youth Justice Board	860	31,337	212,926	285,655	350,146	353,813	342,863	360,000
Probation	328,446	346,687	409,359	786,119	934,025	816,307	744,049	902,854
Prison Service	2,000,903	2,015,207	2,019,189	2,123,725	2,279,746	2,343,354	2,409,556	2,537,697
Reducing the availability and abuse of dangerous drugs of which:	3,363	8,369	9,248	33,669	87,227	144,626	255,493	324,993
Police & Crime Reduction	743	687	1,028	21,134	7	-12,225	-	-
Youth Justice Board	-	5,229	5,324	4,609	-	19,159	16,000	20,500
Probation	2,620	2,453	2,896	2,744	2,796	36,593	58,893	70,893
Organised Crime, Drugs, & International	-	-	-	1,825	80,619	98,778	180,500	233,500
Research and Statistics	-	-	-	3,357	3,805	2,321	100	100
Supporting strong and active communities in people of all races and backgrounds are valued and participate on equal terms:	139,709	96,885	75,947	57,248	92,826	113,263	185,351	188,862
Community development foundation	960	903	938	920	-	1,432	1,474	1,518
Commission for Racial Equality	17,420	16,604	16,754	19,356	25,184	20,329	19,860	20,171
Communities Group	121,329	79,378	58,255	36,972	67,642	81,502	107,017	109,173
Future Builders	-	-	-	-	-	10,000	57,000	58,000
Regulation entry to and settlement in the UK effectively in the interest of sustainable growth and social inclusion:	357,662	794,735	1,336,399	1,625,430	1,847,553	1,891,447	1,697,400	1,709,009
Office of the Immigration Service commissioner	-	-	806	3,109	-	3,843	3,793	3,879
Immigration and Nationality Directorate	300,203	781,977	1,332,030	1,626,207	1,858,883	1,893,041	1,699,501	1,711,125
UK Passport Agency	57,459	-1,639	-9,845	-3,886	-11,350	-5,437	-5,894	-5,995
Kosovon evacuees	-	14,397	13,408	-	20	-	-	-
Central Services	209,992	133,163	173,140	209,438	234,768	216,438	227,855	389,494
Central Services	188,775	113,193	143,875	182,872	206,586	194,795	178,588	266,439
Research and Statistics Directorate	17,372	16,517	25,428	26,566	28,182	21,643	17,267	12,055
Gaming Board for Great Britain	3,845	3,453	3,537	-	-	-	-	-
Electoral commission start up cost	-	-	300	-	-	-	-	-
Departmental unallocated Provision	-	-	-	-	-	-	32,000	111,000
Total resource budget	7,405,962	7,737,283	8,811,643	10,434,822	13,101,967	11,877,140	12,137,872	12,935,072
of which:								
Resource DEL	7,406,517	7,425,579	8,811,027	10,261,856	11,088,502	11,836,009	12,137,041	12,934,241

* Estimated

Table 3: Capital budget for the Home Office

	1998-99 OUTTURN	1999-00 OUTTURN	2000-01 OUTTURN	2001-02 OUTTURN	2002-03 OUTTURN	2003-04 [*] OUTTURN	2004-05 PLANS	2005-06 PLANS
Reduction in Crime and fear of crime of which:	167,320	182,121	202,643	226,213	296,787	457,977	439,486	565,486
Police (inc grants)	154,125	167,266	149,780	170,048	275,894	321,217	378,017	504,017
Crime Reduction	-	-	250	9,618	-	79,509	34,000	34,000
Criminal Records Bureau	-	-	-	78	-	-	-	-
Police Information Technology Organisation	13,195	14,725	52,613	46,367	14,833	27,718	7,718	7,718
Police Complaint Authority	-	130	-	102	182	30	30	30
Independent Police Complaints Commission	-	-	-	-	-	10,782	1,000	1,000
Central Police Training	-	-	-	-	5,878	18,721	18,721	18,721
Reduction of organised and international crime of which:	66	34	342	4,128	39,421	74,053	58,000	46,000
Organised Crime, Drugs & International	66	34	342	4,128	10,157	52,399	37,000	25,000
National criminal intelligence Service	-	-	-	-	20,823	13,000	13,000	13,000
National Crime Squad	-	-	-	-	8,441	8,654	8,000	8,000
Ensuring the effective delivery of justice of which:	600	400	420	1,269	5,443	28,162	141,036	146,036
Criminal cases review commission	-	-	-	203	546	520	-	-
Criminal Justice	-	-	10	923	3,959	27,642	141,036	146,036
Criminal Injuries Compensation	600	400	410	143	938	-	-	-
Delivering effective custodial and community sentences to reduce reoffending and protect the public of which:	279,495	181,697	111,015	185,803	268,807	291,393	326,044	253,894
Correctional Services	-	-	-	-	-	-386	8,464	8,464
Youth Justice Board	40	3,675	-	6,689	22,785	48,003	2,000	18,000
Probation	19,897	16,907	15,975	22,719	15,393	-22,051	46,000	60,000
Prison Service	259,558	161,115	95,040	156,395	230,629	265,827	269,580	167,430
Reducing the availability and abuse of dangerous drugs of which:						450	4,150	11,300
Organised Crime, Drugs, & International	-	-	-	-	-	450	4,150	11,300
Supporting strong and active communities in people of all races and backgrounds are valued and participate on equal terms:	335	288	317	6,931	91	774	284	28
Community development foundation	34	15	15	17	-	15	21	21
Commission for Racial Equality	301	250	236	277	91	357	249	249
Communities Group	-	23	66	6,637	-	402	14	14
Regulation entry to and settlement in the UK effectively in the interest of sustainable growth and social inclusion:	4,956	23,351	83,703	149,136	28,908	110,693	32,565	46,000
Office of the Immigration Service commissioner	-	-	714	63	-	380	30	30
Immigration and Nationality Directorate	3,567	21,380	72,595	142,495	28,908	104,088	26,535	39,970
UK Passport Agency	1,389	1,971	10,394	6,578	-	6,225	6,000	6,000
Central Services	11,985	6,500	3,703	1,680	12,506	1,640	1,000	1,000
Central Services	11,852	6,334	3,458	1,598	12,462	1,524	884	884
Research and Statistics Directorate	83	115	181	82	44	116	116	116
Gaming Board for Great Britain	50	51	64	-	-	-	-	- Departmental
unallocated Provision	-	-	-	-	-	-	-	-
Total capital budget	464,757	394,391	402,143	575,160	651,963	965,142	1,002,565	1,070,000
of which:								
Capital DEL	464,757	394,391	402,143	575,160	651,963	965,142	1,002,565	1,070,000

* Estimated

Table 4: Home Office Capital Employed

Assets on Balance sheet at Start of Year :	1998-99 OUTTURN	1999-00 OUTTURN	2000-01 OUTTURN	2001-02 OUTTURN	2002-03 OUTTURN	2003-04* OUTTURN	2004-05 PLANS	£'000s 2005-0 PLANS
Fixed Assets								
Intangible	0	0	0	40,359	64,863	66,809	68,813	70,878
Tangible	4,211,080	4,738,342	5,332,886	5,695,148	5,665,534	5,835,500	6,010,565	6,190,882
of Which								
Land & Buildings	4086165	4602481	5,193,231	5,541,835	5,468,574	5,632,631	5,801,610	5,975,658
Plant & Machinery	28990	31507	117,527	126,344	154,920	159,568	164,355	169,285
Vehicles	21942	19873	14,352	16,081	5,909	6,086	6,269	6,457
Computers	73983	84481	7,776	10,888	36,131	37,215	38,331	39,481
Investments	0	27,605	61,827	40,035	40,306	41,515	42,761	44,043
Current Assets	185,976	773,699	469,552	285,107	488,849	503,514	518,620	534,179
Creditors (< 1 Year)	-197,076	-868,484	-777,442	-718,750	-1,105,694	-1,138,865	-1,173,031	-1,208,222
Creditors (> 1 Year)	0	0	-238,054	-291,928	-287,981	-296,620	-305,519	-314,685
Provisions	-81,408	-248,675	-74,364	-78,473	-94,556	-97,393	-100,314	-103,324
Capital employed within Main Department	4,118,572	4,422,487	4,774,405	4,971,498	4,771,321	4,914,461	5,061,894	5,213,751
NDPB net assets	90,870	94,789	99,788	-102,108	-143,957	382,918	394,406	406,238
Public corporation Net Assets	7,543	-5,881	-3,703	0	0	0	0	0
Total capital employed in Departmental Group	4,216,985	4,511,395	4,870,490	4,869,390	4,627,364	5,297,379	5,456,300	5,619,989
Table 5: Home Office Administration cost Summary	1998-99 OUTTURN	1999-00 OUTTURN	2000-01 OUTTURN	2001-02 OUTTURN	2002-03 OUTTURN	2003-04* OUTTURN	2004-05 PLANS	2005-06 PLANS
Gross Administration costs:								
Other	1,465,461	1,099,710	1,361,680	1,594,477	1,705,894	2,030,919	2,009,622	2,223,219
Paybill	1,272,182	1,312,821	1,434,636	1,647,136	1,742,394	2,016,593	2,052,158	2,179,343
Total gross administration costs:	2,737,643	2,412,531	2,796,316	3,241,613	3,448,932	4,047,512	4,061,780	4,402,562
Related administration cost receipts	-19,937	-116,444	-262,602	-315,108	-379,099	-605,212	-571,101	-582,034
Total administration cost	2,717,706	2,296,087	2,533,714	2,926,505	3,069,189	3,442,300	3,490,679	3,820,528
Analysis by Activity:								
Reduction of crime and the fear of crime	221,005	78,299	98,591	265,425	86,870	59,591	50,613	80,665
Reduction of organised and international crime	17,801	13,757	14,825	18,235	12,951	38,419	44,613	51,555
Ensuring the effective delivery of justice	39,388	20,698	36,130	30,540	35,767	23,371	18,468	21,041
Delivering effective custodial and community sentences to reduce reoffending and protect the public	1,879,531	1,830,917	1,819,434	1,924,820	2,025,474	2,241,073	2,318,270	2,439,289
Reducing the availability and abuse of dangerous drugs	743	687	1,028	16,403	18,663	12,903	20,100	21,100
Regulating entry to and settlement in the UK effectively, in the interests of sustainable growth and social inclusion	349,180	233,561	433,273	495,737	671,556	862,334	803,919	803,503
Supporting strong and active communities in which people of all races and backgrounds are valued and participate	14,789	9,290	11,306	8,551	10,325	14,166	15,476	15,476
Central services	195,269	108,878	119,127	166,794	207,583	190,443	219,220	387,899
Total net administration cost	2,717,706	2,296,087	2,533,714	2,926,505	3,069,189	3,442,300	3,490,679	3,820,528
Control and Limits:								
Administration costs limits (net) for gross controlled areas:								
Police and crime reduction	156,998	78,986	99,619	130,451	55,121	55,591	50,613	80,665
Organised and international crime	17,801	13,757	14,825	18,235	27,802	50,901	64,613	72,555
Criminal policy and programmes	39,388	20,698	36,130	30,540	35,767	23,371	18,468	21,041
Criminal Records Bureau(CRB)	0	0	0	31,100	31,756	4,000	0	0
Correctional Policy	0	0	0	0	0	11,790	31,712	32,139
Probation HQ	0	0	0	15,068	9,056	15,039	11,469	11,474
Community policy	14,789	9,290	11,306	8,551	10,325	14,166	15,476	15,476
Immigration and nationality	291,721	235,019	438,848	496,979	681,927	868,334	809,919	809,503
Research and statistics	14,876	10,313	12,325	12,747	31,687	10,704	10,117	10,850
Central services	180,393	98,565	106,802	157,404	179,701	180,160	177,203	266,149
Prison Service	1,879,531	1,830,917	1,819,434	1,909,752	2,016,418	2,214,244	2,275,089	2,395,676
Departmental Unallocated Provision	0	0	0	0	0	0	32,000	111,000
Total net limits for gross controlled areas	2,595,497	2,297,545	2,539,289	2,810,827	3,079,560	3,448,300	3,496,679	3,826,528
Administration costs limits (net) for net controlled areas:								
FSS	64,750	0	0	116,920	0	0	0	0
UK Passport Agency	57,459	-1,458	-5,575	-1,242	-10,371	-6,000	-6,000	-6,000
Total net limits for net controlled areas	122,209	-1,458	-5,575	115,678	-10,371	-6,000	-6,000	-6,000
Total Check - Delete	2,717,706	2,296,087	2,533,714	2,926,505	3,069,189	3,442,300	3,490,679	3,820,328

* Estimated

Table 6.1 Home Office Staffing Levels

Area	Staff	Overtime	Casuals	Total
Home Office Other than agencies				
Criminal Justice Group (CJG)	408	0	4	412
Crime Reduction & Community Safety Group (CRCSG)	1,270	49	56	1,375
Immigration and Nationality Directorate (IND)	13,541	108	175	13,824
Community Policy Group (CPG)	218	0	28	246
Correctional Services(CS)	360	0	9	369
Research, Development and Statistics (RDS)	419	0	28	447
Corporate Development and Services Directorate (CSDS) ³²	208	0	5	213
Performance & Finance Directorate (PFD)	183	1	3	187
National Probation Directorate (NPD)	233	0	3	236
Legal advisors	62	0	1	63
Ministerial secretariat	103	7	0	110
Communications Directorate (CD)	229	2	7	238
Human Resources	723	0	34	757
Other Returns (Network, REA, RDAT)	19	0	1	20
TOTAL	17,976	167	354	18,497
Prison Service	44,431	632	1,403	46,466
United Kingdom Passport Agency	2,736	5	21	2,762
Forensic Science Service	2,570	18	6	2,594
Total Home Office	67,713	822	1,784	70,319

³²CSDS data has been estimated from central sources.

Table 6.2 Staff numbers³³

(Staff years)	1998-99 outturn	1999-2000 outturn	2000-01 outturn	2001-02 outturn	2002-03 outturn	2003-04 estimated outturn	2004-05 plans	2005-06 plans	2006-07 plans
Home Office – Central³⁴									
(Gross Control Area)									
Civil Service full time equivalents	7,911	8,182	13,204	13,204	14,909	17,976	19,263	18,644	18,211
Overtime ³⁴	438	429	425	102	145	167	131	135	129
Casuals	363	301	280	296	308	354	334	315	299
Total	8,712	8,912	11,611	13,602	15,363	18,497	19,727	19,094	18,639
Prison Service									
(Gross Control area)									
Civil Service full time equivalents	39,716	39,149	41,609	42,057	42,570	44,431	46,296	47,302	47,302
Overtime	–	829	808	–	532	632	632	632	632
Casuals	1,294	1,317	1,067	1,116	1,367	1,403	1,352	1,381	1,381
Total	41,010	41,295	43,484	43,173	44,470	46,466	48,280	49,315	49,315
United Kingdom Passport Service									
(Gross control area)									
Civil Service full time equivalents	992	900	1,690	2,132	2,845	2,736	2,516	2,516	2,516
Overtime ³⁴	124	147	109	–	3	5	67	67	67
Casuals	812	300	532	166	19	21	21	21	21
Total	1,928	1,347	2,331	2,298	2,867	2,762	2,603	2,603	2,603
Forensic Science Service									
Civil Service full time equivalents	1,450	1,615	1,469	2,376	2,506	2,570	2,597	2,497	2,497
Overtime	48	42	10	89	81	18	83	85	83
Casuals	22	55	60	17	12	6	3	3	3
Total	1,520	1,712	1,539	2,482	2,600	2,59	2,68	2,583	2,583
Fire Service College									
(Trading Fund) ³⁵									
Civil Service full time equivalents	193	195	160	113					
Overtime			8	6					
Casuals									
Total			168	119					
Civil Service full time equivalents	50,262	50,041	59,930	59,927	62,833	67,713	70,671	70,959	70,526
Overtime	610	1,447	191	191	760	822	912	918	911
Casuals	2,491	1,973	1,595	1,608	1,706	1,783	1,710	1,720	1,704
Total Home Office	53,363	53,461	61,715	61,726	65,299	70,319	73,293	73,598	73,140

³³ The planned figures above have been estimated to be consistent with the current administration cost baseline but will be subject to change as a result of an ongoing departmental review and efficiency reviews.

³⁴ Reduction in 1998-99 due in part to PITO becoming an NDPB and NCIS becoming a Service Authority on 1/4/98. Apparent reduction in overtime figures 2001-2002 due to a more detailed overtime return from Immigration and Nationality Department.

³⁵ Fire Service College ceased to be part of the Home Office following the machinery of government changes of 8th June 2001.

The figures given for 2001-02 are end period fte actuals and not 5 quarter treasury averages.

Table 6.3 Senior Civil Service – Payband and Numbers

Payband	Range £m from 1/04/03	Number in Range
1	£52,403 – £110,047	169
2	£72,316 – £151,969	51
3	£89,085 – £188,651	13
Permanent Secretary	£118,750 – £251,500	3

Table 6.4 Public Appointments

Details of appointments made in 2003 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 *. Special extensions are denoted by the symbol #

NON-DEPARTMENTAL PUBLIC BODIES (NDPBs)**Executive NDPBs**

Name of Appointee	Length of term	Full-time/Part-time	Remuneration
Commission for Racial Equality			
Deputy Chair			
Kay Hampton	01/04/03 to 31/03/04		£256 per day
Sarah Spencer	01/04/03 to 31/03/04		£256 per day
Commissioners			
Mohammed Aziz	01/02/04 to 31/01/08	Part-time	£157.25 per day
Julia Chain	01/02/04 to 31/01/08	Part-time	£157.25 per day
Digby Jones	01/02/04 to 31/01/08	Part-time	£157.25 per day

Central Police Training & Development Authority

No appointments made in 2003

Community Development Foundation**Trustees**

Name of Appointee	Length of term	Full-time/Part-time	Remuneration
Suhail Aziz*	3 years from January 2004	Part-time	Expenses only
Paul Burstow MP	3 years from January 2004	Part-time	Expenses only
Andrew Robinson *	3 years from January 2004	Part-time	Expenses only
Andrew Selous MP	3 years from January 2003	Part-time	Expenses only

Criminal Cases Review Commission**Chair**

Prof. Graham Zellick	5 years from November 2003	Full-time	£150,878
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Member

Ian Nichol	5 years from November 2003	Part-time	£62,744
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Criminal Injuries Compensation Authority

No appointments made in 2003

Independent Police Complaints Commission**Deputy Chair**

Mr John Wadham	5 years from June 2003	Full-time	£72,200
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Commissioners

Mr John Crawley	5 years from January 2004	Full-time	£65,000
Mr Tom Davies	5 years from October 2003	Full-time	£69,000
Mr Mike Franklin	5 years from September 2003	Full-time	£65,000
Mr Gary Garland	5 years from October 2003	Full-time	£65,000
Mrs Claire Francis Gilham	5 years from July 2003	Full-time	£70,000
Mr Len Jackson	5 years from October 2003	Full-time	£65,000
Mr Nicholas Long	5 years from September 2003	Full-time	£65,000
Mr Laurence Lusgarten	5 years from September 2003	Full-time	£65,000
Mr Naseem Malik	5 years from October 2003	Full-time	£63,500
Rebecca Marsh	5 years from September 2003	Full-time	£63,500
Mr Amerdeep Somal	5 years from September 2003	Full-time	£65,000

Office of the Immigration Services Commissioner

No appointments made in 2003

Parole Board**Chair**

Prof. Sir Duncan Nichol CBE	16/03/04 to 15/03/07	Full-time	£75,000
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Members

Miss Fiona Barrie	01/07/03 to 30/06/06	Part-time	Fee Based
Mr Arnold Barrow	01/07/03 to 30/06/06	Part-time	Fee Based
Hon Judge Peter Benson	01/07/03 to 30/06/06	Part-time	
Mr Colin Berry*	01/10/03 to 30/09/04	Part-time	Fee Based
Ms Louise Bowers	01/07/03 to 30/06/06	Part-time	Fee Based
Hon Judge Mark Brown	01/07/03 to 30/06/06	Part-time	
Miss Margaret Carey	01/07/03 to 30/06/06	Part-time	Fee Based
Hon Judge Paul Dodgson	01/07/03 to 30/06/06	Part-time	
Mr Roland Doven	01/07/03 to 30/06/06	Part-time	Fee Based
Hon Judge Peter Fingret	01/07/03 to 30/06/06	Part-time	
Miss Debbie Hill	01/07/03 to 30/06/06	Part-time	Fee Based
Ms Kyrie James	01/07/03 to 30/06/06	Full-time	£48,583
Mr Andrew Keen	01/07/03 to 30/06/06	Part-time	Fee Based
Dr Ian Keitch*	01/10/03 to 30/09/04	Part-time	Fee Based
Ms Dora Kohen*	01/10/03 to 30/09/04		Fee Based
Mrs Sarah Lightfoot	01/07/03 to 30/06/06	Full-time	£48,583
Miss Rachael Loveridge	01/07/03 to 30/06/06	Part-time	Fee Based
Mr Hamish McClelland*	01/10/03 to 30/09/04	Part-time	Fee Based
Hon Judge David Mole	01/07/03 to 30/06/06	Part-time	
Miss Anne Molyneux	01/07/03 to 30/06/06	Part-time	Fee Based
Mrs Tanya Ossack	01/07/03 to 30/06/06	Part-time	Fee Based
Ms Sarah Page	01/07/03 to 30/06/06	Part-time	Fee Based
Mr Graham Park	01/07/03 to 30/06/06	Part-time	Fee Based

Miss Barbara Parn	01/07/03 to 30/06/06	Part-time	Fee Based
Ms Joanne Shingler	01/07/03 to 30/06/06	Part-time	Fee Based
Mrs Margaret Stone	01/07/03 to 30/06/06	Part-time	Fee Based
Mr Nigel Stone	01/07/03 to 30/06/06	Part-time	Fee Based
Ms Barbara Swyer	01/07/03 to 30/06/06	Part-time	Fee Based
Ms Diana Tamlyn*	01/10/03 to 30/09/04	Part-time	Fee Based
Mrs Susan Vivian-Byrne	01/07/03 to 30/06/06	Part-time	Fee Based
Ms Helen Ward	01/07/03 to 30/06/06	Part-time	Fee Based

Police Complaints Authority

This body ceased to exist on 31st March 2004

Members

Mrs Dianne Hayle	03/09/03 to 31/03/04	Full-time	Nil
Mr Arthur Price – Jones	03/09/03 to 31/03/04	Full-time	Nil
Ms Katherine Amelia Reid	03/09/03 to 31/03/04	Full-time	Nil

Police Information Technology Organisation

Chair

Chris Earnshaw	08/03/04 to 31/03/07	Part-time	£62,000 pa
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Members

Alisa Beaton *	31/07/03 to 30/07/06	Part-time	No remuneration
Peter Holland *	30/09/03 to 29/09/06	Part-time	No remuneration
Alan Peirce	15/03/04 to 14/03/07	Part-time	No remuneration
John Suffolk	01/03/04 to 28/02/07	Part-time	No remuneration
Roy Toner	01/05/03 to 30/04/06	Part-time	No remuneration

Security Industry Authority

Chair (Acting)

Peter Hermitage	6 months from December 2003	Part-time	£350 per day plus expenses
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Members

Robert Dahlberg	01/04/03 to 31/03/06	Part-time	£250 per day
Peter Hermitage	01/04/03 to 31/03/06	Part-time	£250 per day
Francis O’Friel	01/04/03 to 31/03/06	Part-time	£250 per day
Bruce Warman	01/04/03 to 31/03/06	Part-time	£250 per day

Service Authority for the National Criminal Intelligence Service, Service Authority for the National Crime Squad

No appointments made in 2003

Youth Justice Board**Chair (Acting)**

Sir Charles Pollard	23/06/03 to 05/04/04	Part-time	£85,000 pro rata
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Members

Rob Allen	01/09/03 to 01/09/06	Part-time	£200 per day plus expenses
Dr Theodore Mutale	01/09/03 to 01/09/06	Part-time	£200 per day plus expenses
Sir Charles Pollard	01/09/03 to 01/09/06	Part-time	£200 per day plus expenses

Advisory NDPBs**Advisory Board on Restricted Patients**

Board not met since 2001

Advisory Council on the Misuse of Drugs, Animal Procedures Committee, Correctional Services Accreditation Panel

No appointments made in 2003

Firearms Consultative Committee

Board ceased to exist since June 2003

Poison Board

Board in abeyance

Police Advisory Board for England and Wales**Chair**

John Randall	4 years from February 2004	Part-time	£369 per day
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Police Negotiating Board**Chair**

John Randall	4 years from February 2004	Part-time	£369 per day
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Sentencing Advisory Panel**Members**

John Staples	14/07/03 to 30/06/05	Part-time	£167 per meeting
Christopher Woolley	14/07/03 to 30/06/05	Part-time	£167 per meeting

Sentencing Guidelines Council**Chair**

Lord Chief Justice, Lord Woolf	Appointed by statute	Part-time	Expenses only
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Deputy Chair

Vice-President of the Court of Appeal, Lord Justice Christopher Rose	Appointment by virtue of post held	Part-time	Expenses only
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Members**Chairman of the Judicial Studies Board**

Committee, Lord Justice Kay	Appointment by virtue of post held	Part-time	Expenses only
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Mr Justice Peter Crane	Appointment by virtue of post held	Part-time	Expenses only
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Judge Peter Beaumont	4 years from March 2004	Part-time	Expenses only
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Judge Michael Mettyear	3 years from March 2004	Part-time	Expenses only
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Senior District Judge, Judge Tim Workman	Appointment by virtue of post held	Part-time	Expenses only
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Mrs Malathy Sitaram JP	5 years from March 2004	Part-time	£167 per day plus expenses
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Director of Public Prosecutions, Mr Ken Macdonald QC	Appointment by virtue of post held	Part-time	Expenses only
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Peter Neyroud	4 years from March 2004	Part-time	Expenses only
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Anthony Edwards	5 years from March 2004	Part-time	£167 per day plus expenses
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Ms Teresa Reynolds	3 years from March 2004	Part-time	£167 per day plus expenses
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Technical Advisory Panel

No appointments made in 2003

Victims Advisory Panel**Lay Members**

David Steven Goldblatt	03/03/03 to 03/03/06	Part-time	Expenses only
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Carole Longe	03/03/03 to 03/03/06	Part-time	Expenses only
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Tracey Morgan	03/03/03 to 03/03/06	Part-time	Expenses only
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Maria Jahan Paimany	03/03/03 to 03/03/06	Part-time	Expenses only
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Trevor Paul Shine	03/03/03 to 03/03/06	Part-time	Expenses only
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Samantha Stern	03/03/03 to 03/03/06	Part-time	Expenses only
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Zoe Stow	03/03/03 to 03/03/06	Part-time	Expenses only
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Caroline Thomas	03/03/03 to 03/03/06	Part-time	Expenses only
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Tanya Von Ahlefeldt	03/03/03 to 03/03/06	Part-time	Expenses only
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Jayne Diane Zito	03/03/03 to 03/03/06	Part-time	Expenses only
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Tribunals

Criminal Injuries Compensation Appeals Panel

Deputy Chair

Grant McCulloch	02/02/04 to 31/03/06	Part-time	£35,418 pa
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Panel Members

Mr David Barker QC *	01/04/03 to 31/03/05	Part-time	£340 per day
Hon Sir Jonathan Clarke *	01/04/03 to 31/03/05	Part-time	£340 per day
Mr Jonathan Foster QC *	01/04/03 to 31/03/05	Part-time	£340 per day
Sir Richard Gaskell *	01/04/03 to 31/03/05	Part-time	£340 per day
Mr Edward Gee *	01/04/03 to 31/03/05	Part-time	£340 per day
Mr Alastair Hill *	01/04/03 to 31/03/05	Part-time	£340 per day
Mr Alexander McIlwain *	01/04/03 to 31/03/05	Part-time	£340 per day
Mr John Scampion *	01/04/03 to 31/03/05	Part-time	£340 per day
Mr Michael Shorrocks QC *	01/04/03 to 31/03/05	Part-time	£340 per day
Hon Eric Stockdale *	01/04/03 to 31/03/05	Part-time	£340 per day
Mr Anthony Summers *	01/04/03 to 31/03/05	Part-time	£340 per day
Mr Donald Williams *	01/04/03 to 31/03/05	Part-time	£340 per day

Investigatory Powers Tribunal

No appointments made in 2003

Misuse of Drugs Advisory Board

The Board no longer exists

Misuse of Drugs Professional Panel

The Board no longer exists

Misuse of Drugs Tribunal

The Board no longer exists

Office of the Surveillance Commissioners

No appointments made in 2003

Police Arbitration Tribunal

Chair

John Goodman	2 years from April 2003	Part-time	£279 per day
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Members

Ms Virginia Branney	2 years from April 2003	Part-time	£177 per day
Mrs Margaret Salmon	2 years from April 2003	Part-time	£177 per day

Police Discipline Appeals Tribunal**Chairs**

Michael Caplan QC	5 years from August 2003	Part-time	£437 per day
Richard Merz	5 years from August 2003	Part-time	£340.80 per day
Simon Russell-Flint QC	5 years from August 2003	Part-time	£437 per day

Second Member

Sir Anthony Thomas Burden	15/12/03 to 14/12/08	Part-time	£196.50 per day plus expenses
Ms Pauline Clare	27/11/03 to 26/11/08	Part-time	£196.50 per day plus expenses
Sir Edward Crew	15/12/03 to 14/12/08	Part-time	£196.50 per day plus expenses
Sir Dan Crompton	10/12/03 to 09/12/08	Part-time	£196.50 per day plus expenses

Other NDPBs**Independent Monitoring Boards of Penal Establishments and Immigration Centres**

There were 891 appointments during 2003 of which 535 were re-appointments. Because of personal security considerations, the names of members of Independent monitoring Boards 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. Independent Monitoring Boards were until 8 April 2003 known as Boards of Visitors and Visiting Committees.

Other Public Bodies**Annual Reviewer of the Terrorism Act 2000, Annual Reviewer of Part 4 of the Anti-Terrorism, Crime and Security Act 2001, Annual Reviewer of the Criminal Justice (Conspiracy and Terrorism) Act 1998, Asylum Support Adjudicators.**

No appointment made in 2003

Charity Commission**Commissioners**

Lindsay Driscoll	18/08/03 to 17/08/06	Part-time	£25,000
Geraldine Peacock	01/07/03 to 30/06/06	Part-time	£25,000
David Taylor #	01/05/03 to 30/04/05	Part-time	£28,800

HM Chief Inspector of Prisons, HM Chief Inspector of Probation

No appointments made in 2003

HM Inspectorate of Constabulary**Inspector**

David Blakey #	28/02/04 to 31/08/04	Part-time	£136,432 pa
Peter Winship #	31/07/03 to 31/08/04	Part-time	£136,432 pa

IND Complaints Audit Committee, Independent Assessor for Miscarriage of Justice Compensation, Independent Race Monitor, Intelligence Services Commissioner, Interception of Communications Commissioner, Metropolitan Police Authority.

No appointments made in 2003

Ministerial Advisory Group to Retail Crime Reduction Action Team

Has been dissolved

National Probation Service

Local Probation Boards

For Avon and Somerset

Nicholas Bernard *	3 years from April 2003	Part-time	£14 per hour plus expenses
Shaheen Chaudhry*	3 years from April 2003	Part-time	£14 per hour plus expenses
John Christensen*	3 years from April 2003	Part-time	£14 per hour plus expenses
Malcolm Cotton *	3 years from April 2003	Part-time	£14 per hour plus expenses
Patsy Hudson *	3 years from April 2003	Part-time	£14 per hour plus expenses
Alan Lovell *	3 years from April 2003	Part-time	£14 per hour plus expenses
John Teller *	3 years from April 2003	Part-time	£14 per hour plus expenses
Peter Warren *	3 years from April 2003	Part-time	£14 per hour plus expenses

For Bedfordshire

Michael Airs *	3 years from April 2003	Part-time	£14 per hour plus expenses
Randolph Charles *	3 years from April 2003	Part-time	£14 per hour plus expenses
Alice Crampin*	3 years from April 2003	Part-time	£14 per hour plus expenses
Robin Fletcher*	3 years from April 2003	Part-time	£14 per hour plus expenses
Godfrey Sackey – Clarke *	3 years from April 2003	Part-time	£14 per hour plus expenses
Dr Helen Sismey-Durrant *	3 years from April 2003	Part-time	£14 per hour plus expenses
Susan Squire *	3 years from April 2003	Part-time	£14 per hour plus expenses
Raymond Whyte *	3 years from April 2003	Part-time	£14 per hour plus expenses
Mohammed Yasin *	3 years from April 2003	Part-time	£14 per hour plus expenses

For Cambridgeshire

Dr Terence Bear	3 years from April 2003	Part-time	£14 per hour plus expenses
Andrew Fawcett *	3 years from April 2003	Part-time	£14 per hour plus expenses
Carl Fisher	3 years from April 2003	Part-time	£14 per hour plus expenses
Janet Jones *	3 years from April 2003	Part-time	£14 per hour plus expenses
Hamesh Lahkenpaul *	3 years from April 2003	Part-time	£14 per hour plus expenses
Walter Leschenko	3 years from April 2003	Part-time	£14 per hour plus expenses
Susan Morris*	3 years from April 2003	Part-time	£14 per hour plus expenses
Brenda Palmer	3 years from April 2003	Part-time	£14 per hour plus expenses
John Pettinger	3 years from April 2003	Part-time	£14 per hour plus expenses

For Cheshire

Ziya Haq *	3 years from April 2003	Part-time	£14 per hour plus expenses
Andrew Hogg	3 years from April 2003	Part-time	£14 per hour plus expenses
Clare Hoy *	3 years from April 2003	Part-time	£14 per hour plus expenses
Robert Jordan *	3 years from April 2003	Part-time	£14 per hour plus expenses

Kenneth McKinlay *	3 years from April 2003	Part-time	£14 per hour plus expenses
Brendan O’Friel *	3 years from April 2003	Part-time	£14 per hour plus expenses
Hilary Tucker *	3 years from April 2003	Part-time	£14 per hour plus expenses
For County Durham			
Edmund Marchant *	3 years from April 2003	Part-time	£14 per hour plus expenses
Tina Naples *	3 years from April 2003	Part-time	£14 per hour plus expenses
William Raine *	3 years from April 2003	Part-time	£14 per hour plus expenses
Hilary Shaw *	3 years from April 2003	Part-time	£14 per hour plus expenses
Prof. Robert Williams *	3 years from April 2003	Part-time	£14 per hour plus expenses
For Cumbria			
Robin Brown *	3 years from April 2003	Part-time	£14 per hour plus expenses
Austin Coote *	3 years from April 2003	Part-time	£14 per hour plus expenses
Eleanor Hancock *	3 years from April 2003	Part-time	£14 per hour plus expenses
John Hanley *	3 years from April 2003	Part-time	£14 per hour plus expenses
Alec Harris *	3 years from April 2003	Part-time	£14 per hour plus expenses
Elizabeth Mallinson *	3 years from April 2003	Part-time	£14 per hour plus expenses
Michelle Pierce *	3 years from April 2003	Part-time	£14 per hour plus expenses
Lynda Shaw *	3 years from April 2003	Part-time	£14 per hour plus expenses
Kenneth Thompson *	3 years from April 2003	Part-time	£14 per hour plus expenses
For Derbyshire			
Martin Jolly *	3 years from April 2003	Part-time	£14 per hour plus expenses
Bill Kirkland *	3 years from April 2003	Part-time	£14 per hour plus expenses
Michael Lauro *	3 years from April 2003	Part-time	£14 per hour plus expenses
George Mighty *	3 years from April 2003	Part-time	£14 per hour plus expenses
John Raine *	3 years from April 2003	Part-time	£14 per hour plus expenses
Irene Shiels *	3 years from April 2003	Part-time	£14 per hour plus expenses
Rupert Turner *	3 years from April 2003	Part-time	£14 per hour plus expenses
David Ward *	3 years from April 2003	Part-time	£14 per hour plus expenses
For Devon and Cornwall			
Richard Ellis *	3 years from April 2003	Part-time	£14 per hour plus expenses
Peter Groves *	3 years from April 2003	Part-time	£14 per hour plus expenses
Mary Palmer *	3 years from April 2003	Part-time	£14 per hour plus expenses
Linda Price *	3 years from April 2003	Part-time	£14 per hour plus expenses
Sandra Shaw *	3 years from April 2003	Part-time	£14 per hour plus expenses
Anthony Smith *	3 years from April 2003	Part-time	£14 per hour plus expenses
Peter Smith *	3 years from April 2003	Part-time	£14 per hour plus expenses
Aurora Talbot *	3 years from April 2003	Part-time	£14 per hour plus expenses
Chris Whitaker *	3 years from April 2003	Part-time	£14 per hour plus expenses
For Dorset			
Dorothy Cooper *	3 years from April 2003	Part-time	£14 per hour plus expenses
Alexina Gannon *	3 years from April 2003	Part-time	£14 per hour plus expenses
Roger Ketley *	3 years from April 2003	Part-time	£14 per hour plus expenses
Jennifer Simm *	3 years from April 2003	Part-time	£14 per hour plus expenses
Maggie Topliss *	3 years from April 2003	Part-time	£14 per hour plus expenses
Peter Turner *	3 years from April 2003	Part-time	£14 per hour plus expenses

For Dyfed Powys

Anthony Dawson *	3 years from April 2003	Part-time	£14 per hour plus expenses
Robert East *	3 years from April 2003	Part-time	£14 per hour plus expenses
Jean Evans *	3 years from April 2003	Part-time	£14 per hour plus expenses
John French *	3 years from April 2003	Part-time	£14 per hour plus expenses
Marilyn Mason *	3 years from April 2003	Part-time	£14 per hour plus expenses
Peter Morgan *	3 years from April 2003	Part-time	£14 per hour plus expenses
Martin Morris *	3 years from April 2003	Part-time	£14 per hour plus expenses
Lesley Turner *	3 years from April 2003	Part-time	£14 per hour plus expenses
Ina Williams *	3 years from April 2003	Part-time	£14 per hour plus expenses

For Essex

Rob Eschle *	3 years from April 2003	Part-time	£14 per hour plus expenses
John Lowery *	3 years from April 2003	Part-time	£14 per hour plus expenses
Phillip Lyons *	3 years from April 2003	Part-time	£14 per hour plus expenses
Michael Mitchinson *	3 years from April 2003	Part-time	£14 per hour plus expenses
Dr Richard Moore	3 years from April 2003	Part-time	£14 per hour plus expenses
Nicola Moulds *	3 years from April 2003	Part-time	£14 per hour plus expenses
Aneete Prem	3 years from April 2003	Part-time	£14 per hour plus expenses
Don Quinn *	3 years from April 2003	Part-time	£14 per hour plus expenses
Alan Tobias *	3 years from April 2003	Part-time	£14 per hour plus expenses

For Gloucestershire

Elisabeth Abderrahim *	3 years from April 2003	Part-time	£14 per hour plus expenses
David Cook *	3 years from April 2003	Part-time	£14 per hour plus expenses
Alan Davies *	3 years from April 2003	Part-time	£14 per hour plus expenses
Mary Gardner *	3 years from April 2003	Part-time	£14 per hour plus expenses
Daniel Gooch *	3 years from April 2003	Part-time	£14 per hour plus expenses
Jaqueline Hall	3 years from April 2003	Part-time	£14 per hour plus expenses
Aaron Hamblyn	3 years from April 2003	Part-time	£14 per hour plus expenses
Chris Marshall *	3 years from April 2003	Part-time	£14 per hour plus expenses
Peter Rowe *	3 years from April 2003	Part-time	£14 per hour plus expenses

For Greater Manchester

Jon Hardy *	3 years from April 2003	Part-time	£14 per hour plus expenses
Michael Harkin *	3 years from April 2003	Part-time	£14 per hour plus expenses
Abida Niaz *	3 years from April 2003	Part-time	£14 per hour plus expenses
Carole Truman *	3 years from April 2003	Part-time	£14 per hour plus expenses
John Warisham	3 years from April 2003	Part-time	£14 per hour plus expenses

For Gwent

Brian Barr *	3 years from April 2003	Part-time	£14 per hour plus expenses
Ronald Doxey *	3 years from April 2003	Part-time	£14 per hour plus expenses
John Harry	3 years from April 2003	Part-time	£14 per hour plus expenses
Joyce Morgan *	3 years from April 2003	Part-time	£14 per hour plus expenses
Gillian Parker *	3 years from April 2003	Part-time	£14 per hour plus expenses
Rhiannon Passmore *	3 years from April 2003	Part-time	£14 per hour plus expenses
Hugh Phillips *	3 years from April 2003	Part-time	£14 per hour plus expenses
Peter Walters *	3 years from April 2003	Part-time	£14 per hour plus expenses
Howard Williams *	3 years from April 2003	Part-time	£14 per hour plus expenses

For Hampshire

Dermot Boyle *	3 years from April 2003	Part-time	£14 per hour plus expenses
Melanie Da Cunha *	3 years from April 2003	Part-time	£14 per hour plus expenses
Gabrielle Edwards *	3 years from April 2003	Part-time	£14 per hour plus expenses
Sri Kandiah *	3 years from April 2003	Part-time	£14 per hour plus expenses
Venika Kingsland *	3 years from April 2003	Part-time	£14 per hour plus expenses
Simon Mantle *	3 years from April 2003	Part-time	£14 per hour plus expenses
Jennifer Miller *	3 years from April 2003	Part-time	£14 per hour plus expenses
Stephen Robinson-Grindley *	3 years from April 2003	Part-time	£14 per hour plus expenses
John Stocks *	3 years from April 2003	Part-time	£14 per hour plus expenses
Diane Thomas *	3 years from April 2003	Part-time	£14 per hour plus expenses

For Hertfordshire

Linda Farrant	3 years from April 2003	Part-time	£14 per hour plus expenses
David Hills*	3 years from April 2003	Part-time	£14 per hour plus expenses
Marianne Lederman *	3 years from April 2003	Part-time	£14 per hour plus expenses
Nicholas Moss *	3 years from April 2003	Part-time	£14 per hour plus expenses
Jacqueline Russell *	3 years from April 2003	Part-time	£14 per hour plus expenses
Andrew Stevenson*	3 years from April 2003	Part-time	£14 per hour plus expenses
Neville Wade *	3 years from April 2003	Part-time	£14 per hour plus expenses
Sara Waldluck *	3 years from April 2003	Part-time	£14 per hour plus expenses

For Humberside

Revd Richard Harrison	3 years from April 2003	Part-time	£14 per hour plus expenses
Phillip Jackson *	3 years from April 2003	Part-time	£14 per hour plus expenses
Lesley Mole *	3 years from April 2003	Part-time	£14 per hour plus expenses

For Kent

Waleed Ahmed *	3 years from April 2003	Part-time	£14 per hour plus expenses
Cliff Baylis*	3 years from April 2003	Part-time	£14 per hour plus expenses
Michael Brown *	3 years from April 2003	Part-time	£14 per hour plus expenses
Helen Carter	3 years from April 2003	Part-time	£14 per hour plus expenses
Peter Gammon *	3 years from April 2003	Part-time	£14 per hour plus expenses
Rory Love *	3 years from April 2003	Part-time	£14 per hour plus expenses
Shirley Mansfield	3 years from April 2003	Part-time	£14 per hour plus expenses
Elisabeth Tullberg *	3 years from April 2003	Part-time	£14 per hour plus expenses

For Lancashire

Valerie Burke *	3 years from April 2003	Part-time	£14 per hour plus expenses
Ashok Khandelwal *	3 years from April 2003	Part-time	£14 per hour plus expenses
Monica Lea *	3 years from April 2003	Part-time	£14 per hour plus expenses
Anthony Nixon *	3 years from April 2003	Part-time	£14 per hour plus expenses
Marie Riley *	3 years from April 2003	Part-time	£14 per hour plus expenses
Susan Smith *	3 years from April 2003	Part-time	£14 per hour plus expenses

For Leicestershire

Derek Goodman *	3 years from April 2003	Part-time	£14 per hour plus expenses
Michael Manning *	3 years from April 2003	Part-time	£14 per hour plus expenses
James Nesbitt *	3 years from April 2003	Part-time	£14 per hour plus expenses
Ivan Ould *	3 years from April 2003	Part-time	£14 per hour plus expenses
Resham Singh Sandu *	3 years from April 2003	Part-time	£14 per hour plus expenses

Harry Tharp *	3 years from April 2003	Part-time	£14 per hour plus expenses
John Thomas *	3 years from April 2003	Part-time	£14 per hour plus expenses
Nicholas Turner	3 years from April 2003	Part-time	£14 per hour plus expenses
For Lincolnshire			
Prudence Chadderton *	3 years from April 2003	Part-time	£14 per hour plus expenses
Stephen Georgiou	3 years from April 2003	Part-time	£14 per hour plus expenses
Sidney Macfarlane *	3 years from April 2003	Part-time	£14 per hour plus expenses
Felim O'Leary	3 years from April 2003	Part-time	£14 per hour plus expenses
Judith Parker *	3 years from April 2003	Part-time	£14 per hour plus expenses
Barry Reeves	3 years from April 2003	Part-time	£14 per hour plus expenses
Amode Toofany *	3 years from April 2003	Part-time	£14 per hour plus expenses
Sylvia Williams *	3 years from April 2003	Part-time	£14 per hour plus expenses
Max Winslow *	3 years from April 2003	Part-time	£14 per hour plus expenses
Tony Worth *	3 years from April 2003	Part-time	£14 per hour plus expenses
For London			
Viz Ahmun *	3 years from April 2003	Part-time	£14 per hour plus expenses
Kenneth Ashken *	3 years from April 2003	Part-time	£14 per hour plus expenses
Suhail Aziz *	3 years from April 2003	Part-time	£14 per hour plus expenses
Cllr Lincoln Beswick *	3 years from April 2003	Part-time	£14 per hour plus expenses
Mark Blake *	3 years from April 2003	Part-time	£14 per hour plus expenses
Angela Camber *	3 years from April 2003	Part-time	£14 per hour plus expenses
Kevin Heal *	3 years from April 2003	Part-time	£14 per hour plus expenses
Maureen Salmon *	3 years from April 2003	Part-time	£14 per hour plus expenses
Cllr Derek Sawyer *	3 years from April 2003	Part-time	£14 per hour plus expenses
Max Telling *	3 years from April 2003	Part-time	£14 per hour plus expenses
For Merseyside			
Roland Barker *	3 years from April 2003	Part-time	£14 per hour plus expenses
Elisabeth Barnett *	3 years from April 2003	Part-time	£14 per hour plus expenses
George Mair *	3 years from April 2003	Part-time	£14 per hour plus expenses
Sheila Malone *	3 years from April 2003	Part-time	£14 per hour plus expenses
Stanley Mayne *	3 years from April 2003	Part-time	£14 per hour plus expenses
Nigel Mellor *	3 years from April 2003	Part-time	£14 per hour plus expenses
Alfred Salami *	3 years from April 2003	Part-time	£14 per hour plus expenses
For Norfolk			
Jane Bevan *	3 years from April 2003	Part-time	£14 per hour plus expenses
Prof Gwyneth Boswell *	3 years from April 2003	Part-time	£14 per hour plus expenses
Nigel Dixon *	3 years from April 2003	Part-time	£14 per hour plus expenses
Bridgid Everitt *	3 years from April 2003	Part-time	£14 per hour plus expenses
Felicity Hartley *	3 years from April 2003	Part-time	£14 per hour plus expenses
Sheila Long *	3 years from April 2003	Part-time	£14 per hour plus expenses
David Reeve *	3 years from April 2003	Part-time	£14 per hour plus expenses
John Vinookumar *	3 years from April 2003	Part-time	£14 per hour plus expenses
Dr Charles Winstanley *	3 years from April 2003	Part-time	£14 per hour plus expenses
Simon Woodbridge *	3 years from April 2003	Part-time	£14 per hour plus expenses

For North Wales

T Charles Davies *	3 years from April 2003	Part-time	£14 per hour plus expenses
John Davies *	3 years from April 2003	Part-time	£14 per hour plus expenses
Idris Jones *	3 years from April 2003	Part-time	£14 per hour plus expenses
E Alun Lewis *	3 years from April 2003	Part-time	£14 per hour plus expenses
Alison Lea-Wilson *	3 years from April 2003	Part-time	£14 per hour plus expenses
Susheela Lourie *	3 years from April 2003	Part-time	£14 per hour plus expenses
Richard Williams *	3 years from April 2003	Part-time	£14 per hour plus expenses

For North Yorkshire

Michael Doyle *	3 years from April 2003	Part-time	£14 per hour plus expenses
Neil Hobbs *	3 years from April 2003	Part-time	£14 per hour plus expenses
Christopher Hudson *	3 years from April 2003	Part-time	£14 per hour plus expenses
Roger Mattingly *	3 years from April 2003	Part-time	£14 per hour plus expenses
George Robson *	3 years from April 2003	Part-time	£14 per hour plus expenses
Roger Thompson *	3 years from April 2003	Part-time	£14 per hour plus expenses
Gregory White *	3 years from April 2003	Part-time	£14 per hour plus expenses

For Northamptonshire

Rodney Carroll	3 years from April 2003	Part-time	£14 per hour plus expenses
Anderson Dunn	3 years from April 2003	Part-time	£14 per hour plus expenses
Julia Faulkner *	3 years from April 2003	Part-time	£14 per hour plus expenses
Michael Hill *	3 years from April 2003	Part-time	£14 per hour plus expenses
Eric Montgomerie	3 years from April 2003	Part-time	£14 per hour plus expenses
Gina Ogden *	3 years from April 2003	Part-time	£14 per hour plus expenses
Michael Sawford *	3 years from April 2003	Part-time	£14 per hour plus expenses
John Tate *	3 years from April 2003	Part-time	£14 per hour plus expenses

For Northumbria

Charles Bate *	3 years from April 2003	Part-time	£14 per hour plus expenses
John Creaby *	3 years from April 2003	Part-time	£14 per hour plus expenses
Elizabeth Derrington *	3 years from April 2003	Part-time	£14 per hour plus expenses
Brian Dodds *	3 years from April 2003	Part-time	£14 per hour plus expenses
Heidi Douglas	3 years from April 2003	Part-time	£14 per hour plus expenses
Rosemary Harthill *	3 years from April 2003	Part-time	£14 per hour plus expenses
Brian Latham *	3 years from April 2003	Part-time	£14 per hour plus expenses
Amanda Main *	3 years from April 2003	Part-time	£14 per hour plus expenses
Paul Robson *	3 years from April 2003	Part-time	£14 per hour plus expenses
Christopher Rushton *	3 years from April 2003	Part-time	£14 per hour plus expenses
Christine Tweddle *	3 years from April 2003	Part-time	£14 per hour plus expenses
Pamela Walker	3 years from April 2003	Part-time	£14 per hour plus expenses

For Nottinghamshire

Kathy Alick *	3 years from April 2003	Part-time	£14 per hour plus expenses
Tim Bell *	3 years from April 2003	Part-time	£14 per hour plus expenses
Keith Burd *	3 years from April 2003	Part-time	£14 per hour plus expenses
Jeff Cohen *	3 years from April 2003	Part-time	£14 per hour plus expenses
William Dargue *	3 years from April 2003	Part-time	£14 per hour plus expenses
Issan Ghazni	3 years from April 2003	Part-time	£14 per hour plus expenses
Errol Hemans *	3 years from April 2003	Part-time	£14 per hour plus expenses

Johanna Kirkby *	3 years from April 2003	Part-time	£14 per hour plus expenses
Sir Dennis Pettitt *	3 years from April 2003	Part-time	£14 per hour plus expenses
Peter Pratt *	3 years from April 2003	Part-time	£14 per hour plus expenses
Bettina Wallace *	3 years from April 2003	Part-time	£14 per hour plus expenses
For South Wales			
Megan Brown *	3 years from April 2003	Part-time	£14 per hour plus expenses
Mark Farrall *	3 years from April 2003	Part-time	£14 per hour plus expenses
Allan Lloyd *	3 years from April 2003	Part-time	£14 per hour plus expenses
Michael Maguire *	3 years from April 2003	Part-time	£14 per hour plus expenses
Gareth Morgan-Jones *	3 years from April 2003	Part-time	£14 per hour plus expenses
Paul Nanji *	3 years from April 2003	Part-time	£14 per hour plus expenses
Richard Penn *	3 years from April 2003	Part-time	£14 per hour plus expenses
Anne Poole	3 years from April 2003	Part-time	£14 per hour plus expenses
Charles Willie *	3 years from April 2003	Part-time	£14 per hour plus expenses
For South Yorkshire			
Almas Abbasi*	3 years from April 2003	Part-time	£14 per hour plus expenses
Diana Clark *	3 years from April 2003	Part-time	£14 per hour plus expenses
Owen Gleadall *	3 years from April 2003	Part-time	£14 per hour plus expenses
Shirley Harrison *	3 years from April 2003	Part-time	£14 per hour plus expenses
John Hinchcliffe *	3 years from April 2003	Part-time	£14 per hour plus expenses
Mohammad Ismail *	3 years from April 2003	Part-time	£14 per hour plus expenses
Beryl Seaman *	3 years from April 2003	Part-time	£14 per hour plus expenses
Les Taylor *	3 years from April 2003	Part-time	£14 per hour plus expenses
For Staffordshire			
Maurice Downes *	3 years from April 2003	Part-time	£14 per hour plus expenses
William Finney *	3 years from April 2003	Part-time	£14 per hour plus expenses
Gerry Hindley *	3 years from April 2003	Part-time	£14 per hour plus expenses
Eric Kelsall *	3 years from April 2003	Part-time	£14 per hour plus expenses
Linda Kemp *	3 years from April 2003	Part-time	£14 per hour plus expenses
Kathleen Reader *	3 years from April 2003	Part-time	£14 per hour plus expenses
For Suffolk			
Samuel Budu *	3 years from April 2003	Part-time	£14 per hour plus expenses
Mary Crane *	3 years from April 2003	Part-time	£14 per hour plus expenses
John Cullum *	3 years from April 2003	Part-time	£14 per hour plus expenses
AVM Gordon Ferguson *	3 years from April 2003	Part-time	£14 per hour plus expenses
Lesley Kenealy *	3 years from April 2003	Part-time	£14 per hour plus expenses
Jim Keohane *	3 years from April 2003	Part-time	£14 per hour plus expenses
Harold Mangar *	3 years from April 2003	Part-time	£14 per hour plus expenses
Subhash Modasia *	3 years from April 2003	Part-time	£14 per hour plus expenses
David Rowe *	3 years from April 2003	Part-time	£14 per hour plus expenses
Barry Walker *	3 years from April 2003	Part-time	£14 per hour plus expenses
For Surrey			
Owusu Abebrese *	3 years from April 2003	Part-time	£14 per hour plus expenses
John Azah *	3 years from April 2003	Part-time	£14 per hour plus expenses
Lynn Hawkins *	3 years from April 2003	Part-time	£14 per hour plus expenses
Michael Head *	3 years from April 2003	Part-time	£14 per hour plus expenses

Karen Heenan *	3 years from April 2003	Part-time	£14 per hour plus expenses
Lesley Myles *	3 years from April 2003	Part-time	£14 per hour plus expenses
Helen Page *	3 years from April 2003	Part-time	£14 per hour plus expenses
For Sussex			
Michael Cann *	3 years from April 2003	Part-time	£14 per hour plus expenses
Chris Crook *	3 years from April 2003	Part-time	£14 per hour plus expenses
Godfrey Daniel *	3 years from April 2003	Part-time	£14 per hour plus expenses
Joan W Fraser *	3 years from April 2003	Part-time	£14 per hour plus expenses
Janice Horsman	3 years from April 2003	Part-time	£14 per hour plus expenses
Chrisine Knott *	3 years from April 2003	Part-time	£14 per hour plus expenses
W Alan McGilvery *	3 years from April 2003	Part-time	£14 per hour plus expenses
Susan Millership *	3 years from April 2003	Part-time	£14 per hour plus expenses
John Shippam *	3 years from April 2003	Part-time	£14 per hour plus expenses
Chris Whitwell *	3 years from April 2003	Part-time	£14 per hour plus expenses
For Teeside			
Chris Beety *	3 years from April 2003	Part-time	£14 per hour plus expenses
Ken Bellamy *	3 years from April 2003	Part-time	£14 per hour plus expenses
Linda Broadhead *	3 years from April 2003	Part-time	£14 per hour plus expenses
David Eagle	3 years from April 2003	Part-time	£14 per hour plus expenses
Paul Harford	3 years from April 2003	Part-time	£14 per hour plus expenses
Michael McGory *	3 years from April 2003	Part-time	£14 per hour plus expenses
Geoffrey Spencer *	3 years from April 2003	Part-time	£14 per hour plus expenses
Patricia Tarbitt *	3 years from April 2003	Part-time	£14 per hour plus expenses
David Wood *	3 years from April 2003	Part-time	£14 per hour plus expenses
For Thames Valley			
Lorna Beckford *	3 years from April 2003	Part-time	£14 per hour plus expenses
Peter Bell *	3 years from April 2003	Part-time	£14 per hour plus expenses
Gillian Cohen *	3 years from April 2003	Part-time	£14 per hour plus expenses
John Enos *	3 years from April 2003	Part-time	£14 per hour plus expenses
Brian Harper *	3 years from April 2003	Part-time	£14 per hour plus expenses
Khan Juna *	3 years from April 2003	Part-time	£14 per hour plus expenses
Deirdre Moroney *	3 years from April 2003	Part-time	£14 per hour plus expenses
Mary Phillips *	3 years from April 2003	Part-time	£14 per hour plus expenses
For Warwickshire			
Ian Cronin *	3 years from April 2003	Part-time	£14 per hour plus expenses
Celia Furnival *	3 years from April 2003	Part-time	£14 per hour plus expenses
Anne Henderson *	3 years from April 2003	Part-time	£14 per hour plus expenses
Maxine Mayer *	3 years from April 2003	Part-time	£14 per hour plus expenses
Richard Woolf *	3 years from April 2003	Part-time	£14 per hour plus expenses
For West Mercia			
Durga Ahir *	3 years from April 2003	Part-time	£14 per hour plus expenses
Patricia Bradbury *	3 years from April 2003	Part-time	£14 per hour plus expenses
John Eastwood *	3 years from April 2003	Part-time	£14 per hour plus expenses
Camella Flemming*	3 years from April 2003	Part-time	£14 per hour plus expenses
John Hillier *	3 years from April 2003	Part-time	£14 per hour plus expenses
Kenneth Hockenhill	3 years from April 2003	Part-time	£14 per hour plus expenses

Haseena Lockhat *	3 years from April 2003	Part-time	£14 per hour plus expenses
David Price *	3 years from April 2003	Part-time	£14 per hour plus expenses
David Williams*	3 years from April 2003	Part-time	£14 per hour plus expenses
Michael Woolley*	3 years from April 2003	Part-time	£14 per hour plus expenses
For West Midlands			
Michael Ager *	3 years from April 2003	Part-time	£14 per hour plus expenses
Paulene Collins *	3 years from April 2003	Part-time	£14 per hour plus expenses
Colin Fishwick*	3 years from April 2003	Part-time	£14 per hour plus expenses
Kate Hunter*	3 years from April 2003	Part-time	£14 per hour plus expenses
Kamaljeet Nijjar-Deu *	3 years from April 2003	Part-time	£14 per hour plus expenses
Enid Showell *	3 years from April 2003	Part-time	£14 per hour plus expenses
Kulvinder Sidhu	3 years from April 2003	Part-time	£14 per hour plus expenses
Markley Taitt *	3 years from April 2003	Part-time	£14 per hour plus expenses
For West Yorkshire			
Ernest Clark *	3 years from April 2003	Part-time	£14 per hour plus expenses
Francis Colvill *	3 years from April 2003	Part-time	£14 per hour plus expenses
Jeremy Paul Crompton*	3 years from April 2003	Part-time	£14 per hour plus expenses
Rachel Crutchley	3 years from April 2003	Part-time	£14 per hour plus expenses
Dr Miranda Hughes *	3 years from April 2003	Part-time	£14 per hour plus expenses
Travis Johnson *	3 years from April 2003	Part-time	£14 per hour plus expenses
Judith Poole *	3 years from April 2003	Part-time	£14 per hour plus expenses
Gillian Pratt *	3 years from April 2003	Part-time	£14 per hour plus expenses
Qudrat Shah *	3 years from April 2003	Part-time	£14 per hour plus expenses
For Wiltshire			
Catherine Cozens	3 years from April 2003	Part-time	£14 per hour plus expenses
Christine Crisp*	3 years from April 2003	Part-time	£14 per hour plus expenses
William Fishlock*	3 years from April 2003	Part-time	£14 per hour plus expenses
Susanne Mason *	3 years from April 2003	Part-time	£14 per hour plus expenses
Malathy Sitaram *	3 years from April 2003	Part-time	£14 per hour plus expenses
Kay Terry	3 years from April 2003	Part-time	£14 per hour plus expenses
Barrie Thompson *	3 years from April 2003	Part-time	£14 per hour plus expenses

Prisons and Probation Ombudsman

No appointments made in 2003

Property Crime Reduction Action Team, Retail Crime Reduction Action Team

Have been dissolved

Selection Panels for Independent Members of Police Authorities**Metropolitan Police Authority**

Mrs Surkhvinder Stubbs *	11/11/03 to 10/11/05	Part-time	Expenses and allowances as determined by police authority
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For Northampton

Abdul Ghumra *	07/12/03 to 06/12/05	Part-time	Expenses and allowances as determined by police authority
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For South Wales

Sabz Ali Khan *	18/03/04 to 17/03/06	Part-time	Expenses and allowances as determined by police authority
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For South Yorkshire

Mrs Agnes Grunwald Spier *	15/09/03 to 14/09/05	Part-time	Expenses and allowances as determined by police authority
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For Thames Valley

Ms Lorna Beckford *	14/02/04 to 13/02/06	Part-time	Expenses and allowances as determined by police authority
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For West Mercia

Ms Anne Morris *	11/03/04 to 10/03/06	Part-time	Expenses and allowances as determined by police authority
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For Wiltshire

Ms Donna Moore	13/07/03 to 12/07 05	Part-time	Expenses and allowances as determined by police authority
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Vehicle Crime Reduction Action Team**Members**

Mr Rick Brown	01/11/03 to 01/12/04	Part-time	Nil
Ch Supt Simon Humphrey	01/11/03 to 01/12/04	Part-time	Nil
Det Insp Stuart Sang	01/11/03 to 01/12/04	Part-time	Nil



section

7

PAC Reports

PAC Reports

Reports of the Committee of Public Accounts

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 which had been the subject of PAC hearings in 2002-03 – studies into “Helping Victims and Witnesses: the Work of Victim Support”, “Modernising Procurement in the Prison Service” and “The Operational Performance of PFI Prisons” – were reported on and responded to during 2003-04. The PAC main conclusions 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 2003-04 on the NAO's reports “PFI – The New Headquarters for the Home Office”, “Youth Offending: The delivery of community and custodial sentences” and “Criminal Records Bureau: delivering safer recruitment?”. The Committee's reports are due to be published shortly.

PAC Report: Main Issues	Government Response	Action Taken
Helping Victims and Witnesses: the Work of Victim Support (17th Report 2002-03)		
<p>The Home Office has yet to establish clearly the support services it wishes to deliver for victims and witnesses, and in particular whether to establish a universal support service, or whether instead to fund voluntary bodies delivering a service to the extent of their capability.</p>	<p>The Criminal Justice system cannot function without broad community involvement and Victim Support has shown the value of victims of crime being supported by volunteers from their local community.</p> <p>The most viable solution to date has been seen as the funding of voluntary bodies, principally Victim Support, to deliver a service to the extent of their capability with such funding as it has proved possible to provide.</p> <p>The Home Office is actively considering alternative ways of funding services for victims and witnesses. These will be set out in the National Strategy for Victims and Witnesses to be published shortly.</p>	<p>The Government's national strategy document “A new deal for victims and witnesses: national strategy to deliver improved services” was published in July 2003.</p>

PAC Report: Main Issues	Government Response	Action Taken
<p>Victim Support and other voluntary sector organisations have done much to promote support for victims and witnesses of crime, but the Home Office's reliance on largely voluntary effort makes it more difficult to provide a consistent level of support services across the country. Access to existing services depends, for example, on the availability of volunteers and the level of funds raised by local Victim Support charities from sources other than the Home Office grant-in-aid. As a result, the provision of support to victims in some high crime areas is less comprehensive than elsewhere in the country.</p>	<p>From October 2003, Home Office funding for local schemes and witness services will be allocated, by the Victim Support National Office, on the basis of a new funding formula based on weighted, potential workload. After a transitional period, all Victim Support local schemes and witness services should receive an equitable share of the available Home Office grant, allowing them to offer a standard level of service to victims and witnesses in their area.</p> <p>The Home Office is considering how the difficulty of recruiting volunteers and providing desired levels of support in high crime areas might be addressed.</p>	<p>The new funding formula has been introduced by the Victim Support National Office.</p> <p>Discussions are underway about initiatives to increase volunteer recruitment and promote diversity and equality.</p>
<p>The level of support provided to victims and witnesses is central to achieving wider objectives of the criminal justice system, in particular encouraging victims and witnesses to report crime, and to give evidence at subsequent criminal trial. The Home Office should therefore specify the desired national outcomes from a victim and witness service, and then devise a strategy to achieve the outcomes, taking into account the costs, and considering the range of funding options, public, private and charitable. The challenge for the Home Office is to retain the valuable voluntary contribution but to deliver a service which meets more fully the needs of victims and witnesses, and consistently across the country.</p>	<p>The Home Office will set out the desired national outcomes for a victim and witness service in the National Strategy. A key priority in this strategy will be to encourage more victims and witnesses to come forward and report crime and to stay with any ensuing case through the criminal justice process to ensure that offenders are brought to justice.</p>	<p>As part of the work being undertaken to support the new national strategy, the Home Office has commissioned a comprehensive review of the research evidence on the needs of victims and what type of support services have been proven to be most effective.</p> <p>The Victim and Witness project has been running a pilot in South Yorkshire, North Wales, West Midlands, Gwent and Essex, where dedicated Witness Care Units have been set up to provide a single point of contact for victims and witnesses and to manage the delivery of support information to them.</p> <p>In February 2004, HM Treasury announced that this project had been a successful bidder in Invest to Save, Round 6, and has been awarded £27.1m for national rollout.</p>

PAC Report: Main Issues	Government Response	Action Taken
<p>The Home Office has been slow to put in place appropriate accountability arrangements for the funding it provides to Victim Support. Some two years after the grant-in-aid memorandum was finalised, no targets have been set for the charity. Having defined clearly the core services it is seeking from the Charity, the Home Office should put in place appropriate targets for 2003-04.</p>	<p>The Home Office has long had the basic, ongoing target that Victim Support should make contact with all victims and witnesses who are referred to the organisation. Victim Support meets this target. The Home Office has discussed with Victim Support the set of targets it expects Victim Support to achieve with the grant-in-aid in 2003-04. These will cover specific areas within Victim Services, Witness Services, the National Office and targeting of funding for posts and activities.</p>	<p>Ongoing, in line with the Government response.</p>
<p>Modernising Procurement in the Prison Service (41st Report 2002-03)</p>		
<p>Procurement within the Prison Service is fragmented and costly.</p> <p>The Service should rationalise purchasing activity, for example by making greater use of central stores, and by combining activity where geographically feasible.</p> <p>The Service's ability to achieve significant efficiency gains is hindered by the absence of adequate information technology systems.</p> <p>The Service should draw on the procurement practices of public and private sector operations.</p>	<p>The Prison Service has initiated an Area Contracting and Procurement Project in its Procurement Strategy, which will address the issues raised by the PAC. The Project involves action to improve procurement processes and materials management within prisons by creating teams of professionally qualified procurement and contracting staff within Area Offices. Creating teams at the area level offers potential for</p> <ul style="list-style-type: none"> • Economies of scale through aggregating contracts and consolidating spend • Reduced operating costs and administrative overheads • Enhanced professionalism in the areas of contracting and procurement. 	<p>Ongoing, in line with the Government response</p>

PAC Report: Main Issues	Government Response	Action Taken
<p>The Service should establish whether national or local supply arrangements provide the more cost effective service, taking account of quality of goods and services provided as well as the full administrative costs.</p> <p>Output and, where possible outcome targets should be included in all contracts with suppliers providing services contributing to the rehabilitation and resettlement of prisoners.</p> <p>Best practice as detailed in a previous PAC report should be followed in the delivery of the new IT system to ensure it is on time and budget.</p>	<p>A customer comments procedure is in place that enables prisons to provide feedback on cost and quality, as well as routine surveys to assess supplier performance and service. Cross functional teams are used in central procurement exercises and they consider national or local provision and the cost effectiveness of each option.</p> <p>Output requirements are included where it is appropriate and capable of enforcement within the framework of contracts. New contracts for learning skills provision for prisoners will be output based.</p> <p>These arrangements have been in place since January 2003 and can be demonstrated on the major projects initiated more recently but are not necessarily evident in all respects on all projects. We are continuing to work to apply programme management arrangements to older, existing projects.</p>	
<p>The Service should review the level of demand and supply lead time for the main expenditure items within prisons, and use the outcome to set stockholding targets for its establishments monitoring prison performance against the targets.</p>	<p>Stockholding targets have been set for the main expenditure items for 2003-04 and 2004-05. Targets are linked to operational occupancy, but increases in prisoner population will impact on the quantity and value of stock held. Prison Service supply chains are also being reviewed.</p>	
<p>The use of common items across prison establishments should be monitored and the reasons for any anomalies in usage rates investigated, to reduce unnecessary spending.</p>	<p>The absence of modern IT systems for stock control handicaps the ability to monitor consumption rate efficiently. The output from the Area Contracting & Procurement project and the introduction of an integrated finance and procurement system will provide both the structures and tools to undertake the required level of monitoring and reporting by 2007 at the latest.</p>	

PAC Report: Main Issues	Government Response	Action Taken
<p>The recommendations of Prison Service waste audits should be implemented where these can be shown to be cost effective.</p>	<p>Action plans are to be developed with prisons and where it can be demonstrated that they are cost effective, recommended courses of action will be considered with other operational priorities.</p>	
<p>The Service should put in place adequate stock recording systems and look to reduce the administrative impact by rationalising the number of store locations.</p>	<p>A standard stock recording system has been developed and will be implemented by December 2004. The Area Contracting and Procurement Project is reviewing stores arrangements in prisons. Objectives include improved stock controls, reduced stock levels and reduced numbers of stores in prisons. Rationalised management arrangements and consolidated stores will be initiated where appropriate.</p>	
<p>The use of the Government Procurement Card should be reviewed to ensure cost effective use and set targets for usage and savings.</p>	<p>A review is being undertaken of current usage to inform the specification when the contract is re-tendered in 2004. New instructions for using the card, which incorporate best practice from around the estate and set cost saving targets will be issued to each prison at the start of the new contract.</p>	
<p>Methods of incentivising Prison Governors to realise cash savings through better procurement practice should be investigated. These savings to be spent on key objectives such as reducing prisoner re-offending.</p>	<p>The Area Contracting and Procurement Programme is currently being tested with the aim of consolidating effort and reducing the overall costs of procurement. Savings which result will contribute towards the Prison Service efficiency targets as well as providing the potential to release funds for other activities.</p>	

PAC Report: Main Issues	Government Response	Action Taken
The Operational Performance of PFI Prisons (49th Report, 2002-2003)		
<p>The Home Office and the Prison Service should promote greater co-operation and exchange good practice between publicly and privately managed prisons. Public prisons could import good practice on the treatment of prisoners from PFI prisons, and PFI prisons staff could benefit from joint training on security issues with their more experienced counterparts in the public sector.</p>	<p>Joint training is already undertaken across a wide range of prison functions and activities, including for example, Control and Restraint training and management of security, race awareness and tutoring of the Sex Offender Treatment programme. Staff from both public and contracted prisons are encouraged to attend conferences and area meetings where experience and good practice is shared. A review of entry level training of both Prison Officers and Prison Custody Officers is being undertaken to ensure that the course content remains substantially common across both sectors. Opportunities for joint training and delivery will be explored.</p>	

PAC Report: Main Issues	Government Response	Action Taken
<p>In awarding contracts or negotiating Service Level Agreements (SLAs) there should be as much emphasis on the sustained delivery of an acceptable service as there is on contract price. Staffing levels at recent PFI prisons and two public sector prisons now managed under Service Level Agreements have also given cause for concern.</p> <p>The Prison Service should not shy away from terminating prison contracts where there was a breach of contractual obligations. The use of Service Level Agreements should be extended to all prisons found to be performing unsatisfactorily.</p>	<p>In all past competitions the evaluation of tenders has included a requirement that bids must pass an operational deliverability threshold. Of the nine PFI contracts awarded, there have been four occasions where the cheapest bid was not selected.</p> <p>Bids received from public sector prisons are subject to the same assessment of deliverability. Once awarded, SLAs for these prisons focus on achievement of key deliverables and failures trigger a formal escalation route. If the required level of performance is not restored the agreement could be terminated and the prison contracted out.</p> <p>All the contracts provide a clear escalation route to address breaches designed to effect the required improvement and sustain a high level of performance, and the contracts are monitored by Home Office staff permanently attached to each prison. Contracts should only be terminated as a last resort but should this prove necessary it will be done.</p> <p>The Prison Service proposes to extend the use of SLAs to all public sector prisons.</p>	

PAC Report: Main Issues	Government Response	Action Taken
<p>PFI prisons are monitored on a day-to-day basis by Controllers, whose job it is to assess the prison's performance against the contract. There needs to be greater consistency in how Controllers approach their role, supported by improved training and clear career progression. Public sector prisons should have a performance data monitoring function similar to the Controller function in PFI prisons.</p> <p>The number of performance measures should be reduced and made more consistent between the public and private sectors. The large number of measures does not lead to any better understanding of individual prison performance. Inconsistencies between the performance measures and targets used for different prisons need to be addressed.</p>	<p>The creation of the Office for Contracted Prisons in March 2003 established a single point of focus and a consistent approach to managing controllers and to the operational management of contracted prisons. There is now greater consistency of monthly reports and meetings between Controllers and Directors.</p> <p>A new management information system has been implemented in all public sector prison establishments. The Prison Service is considering further the Controller model as part of a review of the impact and effectiveness of Area Office performance monitoring.</p> <p>A smaller number of high level measures with which to monitor the performance of all prisons, both public and contracted, on a common and easily understood basis will be identified. However, there will continue to be a need for a number of subordinate, enabling targets in public sector prisons in the same way as the contracts for private sector prisons include a range of performance measures. As part of the current review of targets, there will be greater consistency between performance measures and targets in public and contracted prisons. The Prison Service has commissioned a project to look at building a model for the benchmarking of regimes in all local prisons, including those in the high security and women's estates.</p>	

A user's guide to the Home Office

The Home Office

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Tel: **0207 273 4000**
Fax **0207 273 2065**

Requests for information should be addressed to Publication Enquiries, Public Enquiry Service, at the above address. Tel: 0207 273 3072; E-mail: public.enquiries@home.office.gsi.gov.uk

The Immigration and Nationality Directorate (IND)

Can be contacted at:

Immigration and Nationality Directorate
Lunar House
40 Wellesley Road
Croydon
CR9 2BY

For immigration enquiries
For application forms
For leaflets

Tel: **0870 606 7766**
Tel: **0870 241 0645**
Tel: **0208 649 7878**

United Kingdom Passport Service

Can be contacted at:

United Kingdom Passport Service
Globe House
89 Eccleston Square
London
SW1V 1PN

Tel: **0870 521 0410**

HM Prison Service

Can be contact at:

Cleland House
Page Street
London
SW1P 4LN

Tel : **0207 217 2661**

National Probation Directorate

Can be contacted at:

National Probation Directorate
Horseferry House
Dean Ryle Street
London
SW1P 2AW

Tel: **0207 217 0655**

Criminal Records Bureau

Can be contacted at:

Customer Services
CRB
PO Box 110
Liverpool
L3 6ZZ

CRB information line
Registration & disclosure applications
Minicom line

Tel: **0870 90 90 811**

Tel: **0870 90 90 844**

Tel: **0870 90 90 344**

The CRB is open for business 8.00 – 22.00 hrs during the week and 10.00 – 18.00 hrs at weekends (except Public and Bank Holidays)

Useful web-links include

www.homeoffice.gov.uk
public.enquiries@homeoffice.gov.uk
www.ind.homeoffice.gov.uk
www.passport.gov.uk
www.hmprisons.gov.uk
www.crb.gov.uk
www.homeoffice.gov.uk/terrorism
www.drugs.gov.uk
www.criminal-justice-system.gov.uk
www.parliament.uk

Glossary

A	ACPO	Association of Chief Police Officers
	ASB	Anti-Social Behaviour
B	BCS	British Crime Survey
C	CD	Communication Directorate (a Home Office directorate)
	CDRP	Crime and Disorder Reduction Partnership (local partnerships involving the police, local authority and health services)
	CICA	Criminal Injuries Compensation Authority (a Home Office NDPB)
	CIDA	Concerted Inter-agency Drugs Action (co-ordinates anti-supply work)
	CG	Communities Group (a Home Office directorate general)
	CJG	Criminal Justice Group (a Home Office directorate general)
	CJS	Criminal Justice System (the Home Office, DCA and CPS along with agencies such as the police, courts, correctional services)
	CPS	Crown Prosecution Service
	CRB	Criminal Records Bureau (a Home Office executive agency)
	CRCSG	Crime Reduction and Community Safety Group (a Home Office directorate general)
	CS	Correctional Services (the prison and probation services, also a Home Office directorate general)
	CSOs	Community Support Officers
D	DAT	Drug Action Team (local anti-drugs partnership)
	DCMS	Department of Culture, Media and Sport
	DEL	Departmental Expenditure Limit (cross government spending aggregate)
	DfES	Department for Education and Skills
	DH	Department of Health
	DAT	Drug Action Team (local anti-drugs partnerships)
	DCA	Department for Constitutional Affairs
	DCMS	Department of Culture, Media and Sport
	DWP	Department of Work and Pensions
G	GEB	The Home Office's Group Executive Board

H	HMCE/C&E	Her Majesty's Customs and Excise
	HMT	Her Majesty's Treasury
	HOCLAS	Home Office Central London Accommodation Strategy
	HR	Human Resources (also a Home Office directorate)
I	IND	Immigration and Nationality Department (a Home Office directorate)
L	LCJB	Local Criminal Justice Board (consists of local bodies such as the police, the courts, probation etc)
N	NASS	National Asylum Support Service
	NDPB	Non-Departmental Public Body (public bodies funded by the Government but which are at operational arms-length)
O	ODPM	Office of the Deputy Prime Minister
P	PAC	Public Accounts Committee (of parliament)
	PPAF	Policing Performance and Assessment Framework
	PSA	Public Service Agreement (our key targets)
R	RDS	Research and Statistics Directorate (a Home Office directorate)
S	SCS	Senior Civil Service
	SOCA	Serious Organised Crime Agency (to be established when legislation is passed)
U	UKPS	United Kingdom Passport Service (a Home Office executive agency)
V	VCS	Voluntary and Community Sector
Y	YOT	Youth Offending Team (local partnerships bringing together bodies such as the police, probation and local authority services)



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