



Home Office

Departmental
Report

2004–05



This document is part of a series of Departmental Reports (Cm 6521 to 6548) which, along with the Main Estimates, the document *Public Expenditure: Statistical Analyses 2004–05*, and the supply Estimates 2003–04: supplementary budgetary information, present the Government's expenditure plans for 2005 to 2008.

The complete set is available at a discounted price.



The Home Office Departmental Report 2005

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

June 2005

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Foreword by the Home Secretary: The Rt Hon Charles Clarke MP



The Home Office has lead responsibility in Government for a range of issues that really matter to individuals and communities, and arguably for the greatest challenges facing the UK as a whole. Whilst our effective enforcement of law, order

and our borders provides a framework for people to live in security, through providing safe communities we lay the foundation for active citizenship and cohesive communities free from fear – and ensure that people have the opportunities they deserve.

This is the first Departmental Report to provide an update on this broad portfolio since the publication of our Strategic Plan *Confident Communities in a Secure Britain* in July 2004, and I am extremely encouraged by the progress that we have made.

The Strategic Plan provides the overview of the new delivery-focused Home Office, with our five strategic objectives making clear and achievable commitments. More details on specific objectives – for example reducing crime by 15 per cent, bringing 1.25 million offences to justice, and further redirecting unfounded asylum claims – are contained in the strategies produced by individual business areas, such as the CJS and immigration strategies. The five year plan for immigration and asylum in particular has also enabled us to share a compelling vision for change with our partners by outlining how we will attract those migrants that our economy needs and provide a safe haven to genuine refugees, while rooting out abuses of the asylum system.

The results of this concerted effort are outlined in full in this report, which once again this year shows clear improvement against our targets. At a societal level, we have made continued progress on crime – results here are steadily getting better, and it remains a key part of our portfolio. We have put in place a clear and

consistent counter-terrorism strategy, designed around the mantra of “prevent, pursue, protect and prepare”. And we have started to lay the foundations for ID cards that will combat issues occurring across our entire area of responsibility – by assisting in the fight against illegal immigration and people trafficking, for example, and disrupting the use of false and multiple identities by organised criminals and those involved in terrorist activity.

For the communities we support, new measures for neighbourhood policing have built on recent improvements in police performance – the policing family has already been extended by 6,000 Community Support Officers (CSOs), which is a significant step towards our commitment of 24,000 CSOs on our streets by 2008. The TOGETHER programme has also started to deliver significant benefits by driving forward the Government’s agenda on respect, and by giving communities the support they need to tackle anti-social behaviour. 2005 is the Year of the Volunteer, enabling us to underpin both of these work programmes with a sustainable focus on civil renewal and community engagement.

We have continued to implement measures to support victims and witnesses, delivering new standards of care via Witness Care Units, and implementing additional programmes designed to support the most vulnerable. At the same time, we continue to address offender rehabilitation – structurally via the establishment of the National Offender Management Service, with its focus on integrated offender management and support, and at the front line by delivering programmes such as the Custody to Work initiative, which over that last year saw more than 41,000 prison leavers entering employment, education or training.

So our progress is there to be seen, and is clearly something that all of our staff and partners can be extremely proud of. But now is not the time to rest on our laurels. An initial assessment of confidence in our services suggests that we have more to do if we are

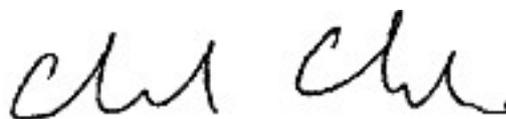
to convince the public that we are doing everything we can to build a safe, just and tolerant society.

Over the year ahead, we need to deliver a programme of change that will enable sustainable reform. We need to tackle those issues that are of greatest public concern – by introducing a Bill giving police and local communities new powers to tackle knives, guns and alcohol-related violence, for example, and continuing to address anti-social behaviour wherever it occurs. We need to ensure that we do not shy away from coming down hard on those who break the law, but must steer a course that also includes greater emphasis on broader social conditions and opportunities.

We also need to ensure that those reforms we have already started to implement can be delivered effectively, and that we can start to reap the benefits from each. To drive this forwards, we have organised our Ministerial and official teams around three pillars reflecting our key service responsibilities: policing, security, and safe, active and cohesive communities; criminal justice and offender management; and immigration, citizenship and nationality. We remain one Home Office, so we also have a small Group HQ to help Ministers and the Board set the overall strategy, allocate resources where they are needed most and ensure the three pillars work together effectively in pursuit of our common objectives.

Our future work must also be characterised by greater openness and engagement with our partners – from front line public agencies, to voluntary and community organisations and businesses. We have therefore started a programme of work aimed at closer engagement with other government departments, and at closer international collaboration, recognising that many of our problems cannot be overcome alone and that domestic solutions are not always the only answer.

This report demonstrates that we have come a long way, and I would like to thank all of those who have been involved in delivering our successes to date. But the public now rightly expect a further step change in our performance, and it is one that I believe we can deliver.



Charles Clarke

Foreword by the Permanent Secretary: Sir John Gieve



This annual Departmental Report to Parliament sets out what the Home Office Group achieved in 2004–05 and summarises our plans for the current year.

Last year was unusually testing even by Home

Office standards. Immigration, crime, anti-social behaviour, and counter terrorism were at the centre of political debate and our policies and operations were rarely out of the news. This report looks beyond the drama of events and focuses on our performance against our business objectives and on what we have done to reform the department and its services to improve our capacity to deliver in future.

In July we published our first five year Strategic Plan, *Confident Communities in a Secure Britain*, which set out our objectives and the programme of reforms and investment to deliver them. We have organised this report round the five Strategic Objectives in that Plan.

Much more remains to be done but we made substantial progress towards these objectives in 2004–05:

- Crime, particularly burglary and car crime, was brought down very substantially; the risk of becoming a victim of crime reached its lowest level since the British Crime Survey started in 1981; and fear of becoming a victim of crime continued to fall.
- More offences were brought to justice and confidence in the Criminal Justice System improved.

- The impact of our TOGETHER campaign against anti-social behaviour was shown in the growing use by police and local authorities of a range of measures, including ASBOs, and in signs that public concern about anti-social behaviour might have peaked.
- Further progress was made in managing offenders in prison and in the community to reduce reoffending and protect public safety.
- Many more offenders who are drug users were persuaded to go into treatment.
- We continued to reduce asylum intake, down around 75 per cent from its peak in October 2002, and we strengthened controls on illegal immigration and on abuse of schemes for managed migration.
- We took further measures to promote race equality and the strength of the voluntary and community sectors.
- We launched a second wave of police reform and now have record numbers of police and a growing number of Community Support Officers.

We have driven forward structural reforms to improve our capacity to deliver. We have made progress in creating the Serious Organised Crime Agency (SOCA), which will bring together around 4,000 experts and specialists to reduce the harm caused by serious organised crime. With the DCA and CPS we established the Office of Criminal Justice Reform (OCJR) to improve the operation of the Criminal Justice System end to end. We also brought the prison and probation services together into the National Offender Management System (NOMS), to provide integrated management of offenders and clear accountability for reducing reoffending. We made good progress on some of the Government's biggest projects including CJS IT and e-borders.

We have also taken forward reforms within the Home Office itself. The move to our new headquarters has been delivered on time and to budget. We are on target to deliver our 30 per cent headcount reduction in our headquarters as part of our wider commitment to VFM improvements rising to £2 billion a year. We have taken a lead within Whitehall on streamlining our funding and reporting requirements on local authorities through Local Area Agreements and the Safer and Stronger Communities Fund.

We have established a small Group HQ to ensure that the work of the three main service pillars of the Group (police, immigration and offender management) work together effectively to deliver our overarching strategy and common objectives. We are continuing to build up the professionalism and efficiency of our corporate support functions including HR, risk management, finance, procurement, research and science, IT and estates.

In the year ahead, we are determined to build on what we achieved in 2004–05, not just to deliver our objectives but to build up the capability to do better in future. That will require continued focus in all parts of the Home Office, policy and operations, on achieving the changes in social behaviour and attitudes that are the real measure of our success.

We will strengthen our performance management systems in all parts of the Group to keep that focus on delivery.

Of course we can achieve very little on our own. Effective partnerships with a wide range of other services and departments are critical to our success. We will engage more effectively with the police, local authorities and other partners and stakeholders to ensure that we work with each other. We will drive up productivity in all parts of the business.

I am very grateful to all the people who have worked for and with the Home Office over the past twelve months. I think they should be proud of what they have achieved.



John Gieve

Performance summary

Strategic Objective I: People are and feel more secure in their homes and daily lives

Target 1: ON COURSE

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

- **Vehicle crime by 30 per cent from 1998–99 to 2004.**
- **Domestic burglary by 25 per cent from 1998–99 to 2005.**
- **Robbery in the 10 Street Crime Initiative (SCI) areas by 14 per cent from 1999–2000 to 2005, and maintain that level.**

CONTRIBUTING TO THE CRIMINAL JUSTICE SYSTEM (CJS) PUBLIC SERVICE AGREEMENT (PSA).

Reducing overall crime: AHEAD

Measured by the British Crime Survey (BCS).

BCS data are available annually with some figures published in quarterly updates.

Baseline: (BCS 2001–02) 12,601,000

Annual outturn: (BCS 2003–04) 11,716,000 down 7 per cent

Target: (BCS 2005–06) a reduction

Quarterly update:
(BCS year to December 2004) 10,811,000

Convergence: AHEAD

(Gap in crimes per 100,000 of population between high-crime quartile and the remainder.)

Baseline: (2002–03) 27.1

Latest outturn: (2003–04) 23.3

Target: reduce gap

Vehicle crime: AHEAD

Baseline: (BCS 2000) 3,009,000

Annual outturn: (BCS 2003–04) 2,121,000 down 30 per cent

Target: (BCS 2004–05) down 30 per cent

Quarterly update:
(BCS year to December 2004) 1,884,000

Domestic burglary: AHEAD

Baseline: (BCS 2000) 1,290,000

Annual outturn: (BCS 2003–04) 943,000 down 27 per cent

Target: (BCS 2005–06) down 25 per cent

Quarterly update:
(BCS year to December 2004) 808,000

Robbery: SLIPPAGE

Baseline: (1999–2000) 68,782

Annual outturn: (2003–04) 76,776 up 12 per cent

Target: (March 2005) down 14 per cent

The SCI reversed the upward trend seen on robbery from 1999 to 2001. Robbery in SCI areas was 24 per cent lower in 2003–04 than in 2001–02.

Fear of Crime: ON COURSE

Target: (2005–06) to reduce the fear of crime in each of the three categories below

	burglary	vehicle crime	violent crime
	%	%	%
Baseline (2001–02)	15	18	22
Annual outturn (2003–04)	13	15	16
Quarterly update (December 2004)	12	14	16

Target 2: ON COURSE

Improve the performance of all police forces; significantly reduce the performance gap between the best and worst performing forces; and significantly increase the proportion of time spent on front-line duties.

The performance of all police forces: ON COURSE

Target: An improvement in all police forces by March 2006, in all domains of the Policing Performance Assessment Framework (PPAF).

Annual outturn: Police performance monitors show that police performance is improving. We intend to maintain a strong focus on performance via PPAF. In the autumn, the first full assessments of police performance will be published, using data from PPAF and Her Majesty's Inspectorate of Constabulary (HMIC) baseline assessments.

Reduce gap between best and worst: ON COURSE

Target: That by 2005–06 no force's performance is more than 10 per cent worse than the average performance of its most similar forces in 2002–03.

Annual outturn: At the end of March 2004, seven forces had a gap of more than 10 per cent on crime reduction, compared with 11 in March 2003. Five forces had a gap larger than 10 per cent for investigative performance, compared with seven in March 2003.

Increase time spent on front-line duties: NOT YET ASSESSED

Police performance monitors show that, in 2003–04, 64 per cent of police time was spent on front-line policing. This provides the baseline against which we will measure future progress.

Target 4: ON COURSE. Confidence in the CJS element: AHEAD

Improve the level of public confidence in the CJS, including increasing that of ethnic minorities.

CONTRIBUTING TO THE CJS PSA.

Improvement in the level of public confidence in CJS: AHEAD

Baseline: (BCS 2002–03) 39 per cent

Annual outturn: (BCS 2003–04) 41 per cent

Latest outturn: (year to December 2004) 43 per cent

Target: (BCS 2005–06) an increase

Improvement in ethnic minority confidence in CJS: AHEAD

Baseline: (BCS 2002–03) 49 per cent

Annual outturn: (BCS 2003–04) 56 per cent

Target: (BCS 2005–06) an increase

Strategic Objective II: More offenders are caught, punished and stop offending and victims are better supported

Target 3: ON COURSE

Improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice to 1.15 million 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 THE CJS PSA.

Number of offences brought to justice: ON COURSE

Baseline: (Research Development and Statistics (RDS) – Office for Criminal Justice Reform (OCJR) March 2002) 1,002,000

Latest outturn: (RDS–OCJR – provisional figures for year to December 2004) 1,131,000

Target (2005–06): 1,150,000

This element of the target was modified in the 2004 Spending Review, superseding the previous target of 1.2 million offences brought to justice in 2005–06 (on a wider definition of offences). At the same time, a higher target of 1.25 million offences brought to justice was set for 2007–08.

Improvement in all areas: SLIPPAGE

Target: improvement in offences brought to justice in all Criminal Justice Areas (CJAs) over the 2001–02 baseline.

Latest outturn: (December 2004) 36 of the 42 CJAs have improved their performance over the baseline year. There are currently six areas where performance is below the baseline.

Greater improvement in worse performing areas: ON COURSE

Target: the average increase in offences brought to justice achieved by the worse performing CJAs between 2001–02 and 2005–06 to be greater than the national average increase over the period.

Latest outturn: 18 areas have been classified as ‘worse performing’. As at November 2004, the aggregated performance of these areas was on track to achieve the target.

Proportion of ineffective trials: ON COURSE

	Crown court	Magistrates' court
Baseline: (quarter to March 2003)	24%	31%

Latest outturn: (quarter to March 2005)	14.4%	22.7%
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Target: (quarter to March 2006)	17%	23%
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Target 4 Satisfaction of victims and witnesses element: NOT YET ASSESSED

Increasing year on year the satisfaction of victims and witnesses, while respecting the rights of defendants.

CONTRIBUTING TO THE CJS PSA.

Satisfaction of victims: NOT YET ASSESSED

Baseline: (BCS six months to March 2004) 59 per cent

First outturn: (BCS 2004–05) July 2005

Target: (BCS 2005–06) an increase

Satisfaction of witnesses: NOT YET ASSESSED

Baseline: (BCS six months to March 2004) 57 per cent

First outturn: (BCS 2004–05) July 2005

Target: (BCS 2005–06) an increase

Target 5: ON COURSE

Protect the public and reduce reoffending by 5 per cent:

- For young offenders.
- For both adults sentenced to imprisonment and adults sentenced to community sentences.
- Maintain the current low rate of prisoner escapes, including category A escapes.

CONTRIBUTING TO THE CJS PSA.**Re-convictions for young offenders: ON COURSE**

Baseline: 2000

Latest outturn: (January–March 2003)

Predicted rate/baseline: 37.8 per cent

Actual rate: 36.9 per cent

Outturn: 2.4 per cent

Target: (January–March 2006) 5 per cent

Re-convictions for adults: ON COURSE

Baseline: 2000

Latest outturn: (January–March 2001)

Predicted rate/baseline: 54.7 per cent

Actual rate: 53.7 per cent

Outturn: 1.8 per cent

Target: (January–March 2006) 5 per cent

Escapes: ON COURSE

During 2004–05, the rate of escapes was 0.064 per cent of the prison population, well within the PSA Target of 0.17 per cent and there have been no category A escapes.

Strategic Objective III: Fewer people's lives are ruined by drugs and alcohol

Target 6: NOT YET ASSESSED

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.
- Reducing drug-related crime, including as measured by the proportion of offenders testing positive at arrest.

CONTRIBUTING TO THE ACTION AGAINST ILLEGAL DRUGS PSA.**Reducing Class A drug use among young people: ON COURSE**

Baseline: (BCS 1998) 8.6 per cent

Latest outturn: (BCS 2003–04) 8.3 per cent

Target: a reduction by 2005–06

Frequent use of any drug by young people: ON COURSE

Baseline: (BCS 2002–03) 11.3 per cent

Latest outturn: (BCS 2003–04) 12 per cent

Target: a reduction by 2005–06

Frequent use and Class A drug use among vulnerable young people: NOT YET ASSESSED

For vulnerable young people, we will be using the Schools Survey and Crime and Justice Survey. The Schools Survey suggests that Class A drug use among truants and excludees is stable:

Baseline: (2001) 13.3 per cent

First outturn: (2002) 13.1 per cent

Target: a reduction by 2005–06

The 2001 baseline for frequent use among vulnerable young people is 22.1 per cent.

Further measures for vulnerable young people will be published in 2006.

Proportion of offenders testing positive on arrest: NOT YET ASSESSED

This will be measured by the Arrestee Survey, which will be published in 2005.

Reduce drug-related crime: NOT YET ASSESSED

We are using numbers entering treatment via the Drug Interventions Programme as a proxy measure for success in engaging drug-misusing offenders. There was a threefold increase in numbers entering treatment through the Programme between April 2004 and March 2005, with 16,000 people engaged during the period. The Arrestee Survey will provide a more accurate indicator of the level of drug-related crime. A baseline measure is currently under development.

Strategic Objective IV: Migration is managed to benefit the UK, while preventing abuse of immigration laws and of the asylum system

Target 7: ON COURSE

Focus the asylum system on those genuinely fleeing persecution by taking speedy, high-quality decisions and significantly reducing unfounded asylum claims, including by: fast turnaround of manifestly unfounded cases; ensuring by 2004 that 75 per cent of substantive asylum applications are decided within two months; and that a proportion (to be determined) including final appeal are decided within six months, enforcing the immigration laws more effectively by removing a greater proportion of failed asylum seekers.

CONTRIBUTING TO JOINT TARGET WITH DEPARTMENT FOR CONSTITUTIONAL AFFAIRS (DCA).

Asylum applications

Reducing unfounded asylum claims: ACHIEVED

The number of new asylum applications has been reduced by around 75 per cent since their peak in October 2002.

Baseline (applications): (October 2002) 8,770

Target outturn: (September 2003) 4,270

Target: (halve by September 2003) achieved

Latest outturn: (March 2005) 2,165

Quality of asylum decisions: ON COURSE

Latest outturn: (2003–04) internal 85 per cent, external 81 per cent

Target:

For 2003–04: (80 per cent) achieved

For 2005–06: 85 per cent

**Proportion of failed asylum seekers removed:
SLIPPAGE EXPECTED****Baseline:** (2002–03) 21 per cent**Latest outturn:** (2003–04) 21 per cent**Target:** remove greater proportion in 2005–06**Turnaround of manifestly unfounded cases:
UNDER REVIEW**

This element of the target is under review following the expansion of the countries listed in the Nationality, Immigration and Asylum Act 2002.

Of applications certified as clearly unfounded and detained throughout the process in 2003–04, 52 per cent were removed or granted permission to proceed with a judicial review within 28 days.

Number of substantive asylum applications decided within two months: ACHIEVED**For 2002–03:** 75 per cent**For 2003–04:** 82 per cent

Target of 75 per cent ACHIEVED

Quarterly update: (October–December 2004) 77 per cent**Final appeal being decided more quickly****Target:** (2003–04) 60 per cent**Outturn:** (2003–04) 64 per cent ACHIEVED**Target:** (2004–05) 65 per cent**Latest outturn:** (April–November, provisional data)

60 per cent SPLIPPAGE

Strategic Objective V: Citizens, communities and the voluntary sector are more fully engaged in tackling social problems, and there is more equality of opportunity and respect for people of all races and religions

Target 8: ON COURSE

To increase voluntary and community sector (VCS) activity, including increasing community participation, by 5 per cent by 2006.

Community participation: AHEAD

The source of information is the Home Office Citizenship Survey (HOCS).

Numbers of people participating:

Baseline: (2001) 18,633,108**Latest outturn:** (2003) 20,312,107**Target:** 19,564,763

(5 per cent increase by 2005)

Contribution of the VCS to the delivery of public services: NOT YET ASSESSED

The main source of information is the State of the Sector Panel, a panel of 3,600 voluntary and community organisations. The first (2003–04) outturn on the 2002–03 baseline is due shortly.

Target 9: ON COURSE

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.

Confidence in public services:

The measurement of this target is under review

Race employment targets

Police: SLIPPAGE

Baseline: (1999) 3 per cent overall,
2 per cent officers

Latest outturn: (2003–04) 4.3 per cent overall,
3.3 per cent officers

2004 target: 4.6 per cent overall,
4 per cent officers

2009 target: 7 per cent national

Immigration Service: AHEAD

Baseline: (1999) 7 per cent

Latest outturn: (2003–04) 25.9 per cent

2004 target: 7 per cent

2009 target: 7 per cent national

Probation Service: AHEAD

Baseline: (1999) 8.3 per cent

Latest outturn: (2003–04) 10.5 per cent

2004 target: 8.3 per cent

2009 target: 8.3 per cent

Prison Service: AHEAD

Baseline: (1999) 3.2 per cent

Latest outturn: (2003–04) 5.4 per cent

2004 target: 4.9 per cent

2009 target: 7 per cent national

Home Office: AHEAD

Baseline: (1999) 20 per cent

Latest outturn: (2003–04) 36.3 per cent

2004 target: 25 per cent

2009 target: 25 per cent (London and Croydon)

Policy appraisal: NOT YET ASSESSED

This is measured as the number of government departments conducting Race Equality Impact Assessments.

Baseline: (2003–04) 11 departments

Target: to increase

Community cohesion: NOT YET ASSESSED

This is measured through the proportion of people who feel that their local area is a place where people from different backgrounds can get on well together. The first outturn on the baselines should be available in early 2006.

Baseline: (2003) 43–91 per cent (the range of performance in the 20 areas in the local area boost of the HOCS)

Value for money

Target 10: ON COURSE

Increase value for money (VFM) from the CJS, and the rest of the Home Office, by 3 per cent; and ensure annual efficiency gains by the police of at least 2 per cent.

CONTRIBUTING TO THE CJS PSA.

Home Office: MET EARLY

The Home Office contribution to the target will be met if by March 2006 there is an improvement in VFM of at least 3 per cent of its expenditure compared with 2002–03 (excluding grants to the police).

Baseline: 2002–03 expenditure

Outturn: final outturn based on 2005–06 expenditure

Latest outturn: met early – gains of more than £451 million achieved in 2004–05

Target: deliver improvements worth at least £210 million by 2005–06

Police Service: ON COURSE

The Police Service's contribution to the target will be met if there are efficiency gains equivalent to 2 per cent of police net revenue expenditure in each of the years 2003–04 through to 2005–06.

Baseline: expenditure in each year

Latest outturn: (gains in 2004–05) target element achieved; police forces achieved gains of around £266 million, which is greater than 2 per cent gains overall.

TERM	USAGE
Met early	Target met early with no possibility of subsequent slippage during the lifetime of the target
Ahead	Progress is exceeding plans and expectations
On course	Progress in line with plans and expectations
Slippage	Progress is slower than expected, eg by reference to criteria set out in a target's Technical Note
Not yet assessed	Performance data not yet available



Section 1

Who we are: Group organisation and structure

Organisatio



Home Secretary
Charles Clarke

The Ministe

POLICING, SECURITY AND COMMUNITY SAFETY



Minister of State
Hazel Blears



Parliamentary Under-Secretary of State
Paul Goggins

CRIMINAL JUSTICE AND OFFENDER MANAGEMENT



Minister of State
Baroness Patricia Scotland

The Group Executive



Permanent Secretary Crime, Policing, Counter Terrorism & Delivery
Leigh Lewis



Director General Communities Group
Helen Edwards



Director General Finance & Commercial
Helen Kilpatrick



Chief Executive Office for Criminal Justice Reform
Moira Wallace

Notes on Ministerial changes

*David Blunkett was Home Secretary until December 2004
Caroline Flint and Des Browne left the Ministerial team in May 2005
The Ministerial responsibilities above reflect those from May 2005 onwards*

The Non-Execu



Derrick Anderson



Patrick Cooney



Home Office

Organizational Chart



Permanent Secretary
John Gieve

Senior Team

JUSTICE MANAGEMENT



Parliamentary Under-Secretary of State
Fiona Mactaggart

IMMIGRATION, CITIZENSHIP AND NATIONALITY



Minister of State
Tony McNulty



Parliamentary Under-Secretary of State
Andy Burnham

Executive Board



Chief Executive National Offender Management Service
Martin Narey



Director of Strategy
Martin Bryant



Director of Group Human Resources
John Marsh



Director General Immigration & Nationality (Acting)
Ken Sutton

Executive Directors



Lin Homer



Denise Kingsmill

Notes on Group Executive Board changes

*Martin Bryant joined the GEB in October 2004
Helen Kilpatrick joined the GEB in March 2005, replacing Margaret Aldred who left the GEB in November 2004. Between these dates William Nye served on the Board
Bill Jeffrey left the GEB in April 2005. He will be replaced by Lin Homer in August*

Who we are: Group organisation and structure

The Home Secretary and six other ministers head the Department. Following the general election, the Home Secretary has established three teams of two Ministers to lead the main pillars of the Department's responsibilities:

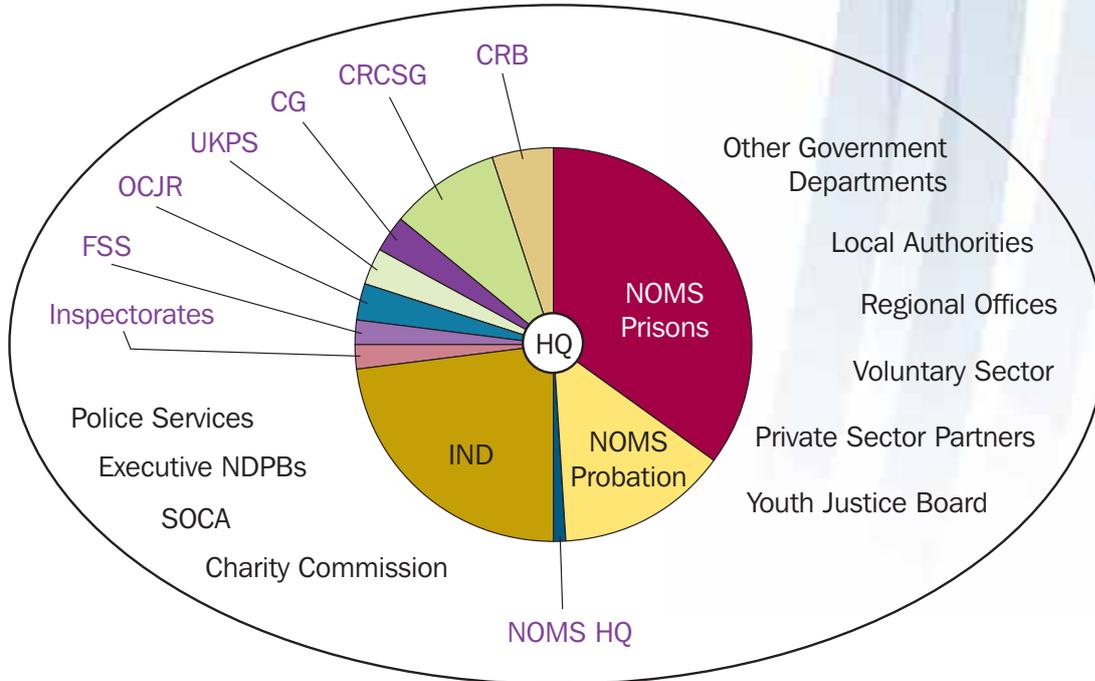
- The first, dealing with policing, security, community safety, and active communities, is Hazel Blears and Paul Goggins. They will work to ensure that in every community there is a policing family that includes Community Support Officers and, where they exist, neighbourhood wardens, led by the police. Working with community organisations such as Neighbourhood Watch and residents associations, they will ensure that cohesion is strengthened and the anti-social behaviour that can make life in many communities difficult is tackled. Terrorism and serious and organised crime will also be addressed. They also take the lead on community cohesion, government's engagement with the voluntary and community sectors and in tackling discrimination on grounds of race or religion.
- The second, centred on ensuring that our new National Offender Management Service (NOMS) is implemented and that we work effectively with our partners across the Criminal Justice System (CJS), is Patricia Scotland and Fiona Mactaggart. NOMS is being created to ensure that offenders address their behaviour, do not re-offend and are able to resettle in the community. The priority for the CJS is to bring more offences to justice, build public confidence in the legal system and ensure that victims and witnesses are at the centre of the justice system.
- The third, covering immigration, citizenship and nationality, is Tony McNulty and Andy Burnham. They will work to establish an approach which is fair, transparent, and in which everybody in the country can have confidence with managed migration where it is beneficial to the UK, and in

which asylum for those fleeing genuine persecution is clearly recognised as being part of an effective and controlled system. Part of those controls will be developing the Identity Cards Scheme.

The most senior managers are brought together by the Permanent Secretary on the Group Executive Board (GEB). Five of these are responsible for delivering the Department's Strategic Objectives and key targets. The others are responsible for Group functional services including strategy, finance and commercial, and human resources.

The Department has:

- National responsibility for the police service in England and Wales.
- Two large public services: National Offender Management Service (NOMS), which brings together the prison and probation services and the Immigration and Nationality Directorate (IND).
- A Group Headquarters, which sets the strategic framework of objectives, financial allocations 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.
- 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) including the Criminal Injuries Compensation Authority, the National Criminal Intelligence Service, the National Crime Squad and the Youth Justice Board (YJB).



As part of our ongoing Departmental change programme we have:

- Launched the National Offender Management Service (NOMS), which has responsibility for the prison and probation services and oversees the YJB on behalf of Ministers.
- Set up the Office for Criminal Justice Reform (OCJR), reporting to the DCA and CPS as well as the Home Office on the effectiveness of the CJS as a whole from arrest to resettlement.
- Restructured GEB, appointing a new member with responsibility for strategy.
- Established the Home Office Scientific Development Branch (HOSDB), incorporating the former Police Scientific Development Branch to ensure we make best use of science. The HOSDB now forms part of the Science and Research Group, reporting to the Permanent Secretary. Responsibility for regulation of animal experimentation also transferred, from Communities Group.
- Established a small strategic Headquarters, which opened in April 2005. It will focus on core business activities such as people development, planning and allocation of resources. This will allow for increased delegation of decision-making, freeing up the GEB to focus on the most critical decisions and issues that cut across the whole Department.

Over the past year, responsibility for one advisory body (the advisory group for *futureBuilders*) transferred to the Department, and another (the Advisory Board of Integration and Naturalisation) was set up. During 2004–05 we began preparing for the transfer, from April 2006, of CICAP to the DCA as part of its new Tribunals Service. Following the general election of May 2005, responsibility for the coroners service and burial law transferred to the DCA.

Finally, the 2004 Spending Review brought about the reclassification of frontline operational costs for areas such as prison establishments and immigration case-working. Such costs will now be classed as programme expenditure rather than administrative expenditure (a transfer, compared to previous 2004–05 plans, of some £2.8 billion). This means that we can bear down more effectively on headquarters and back-office overheads without damaging front-line service delivery.

Our vision for improving public service delivery, and associated summary financial information, can be found in *Confident Communities in a Secure Britain, the Home Office's Strategic Plan for 2004–08*. The plan outlines our five new Strategic Objectives, which replace our seven high-level aims (see opposite) and which reflect more fully the nature of ground-level service delivery.

Building a safe, just and tolerant society

Aims

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.

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.

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.

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.

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.

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.

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 generate 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.

Strategic Objectives

Objective I: People are and feel more secure in their homes and daily lives.

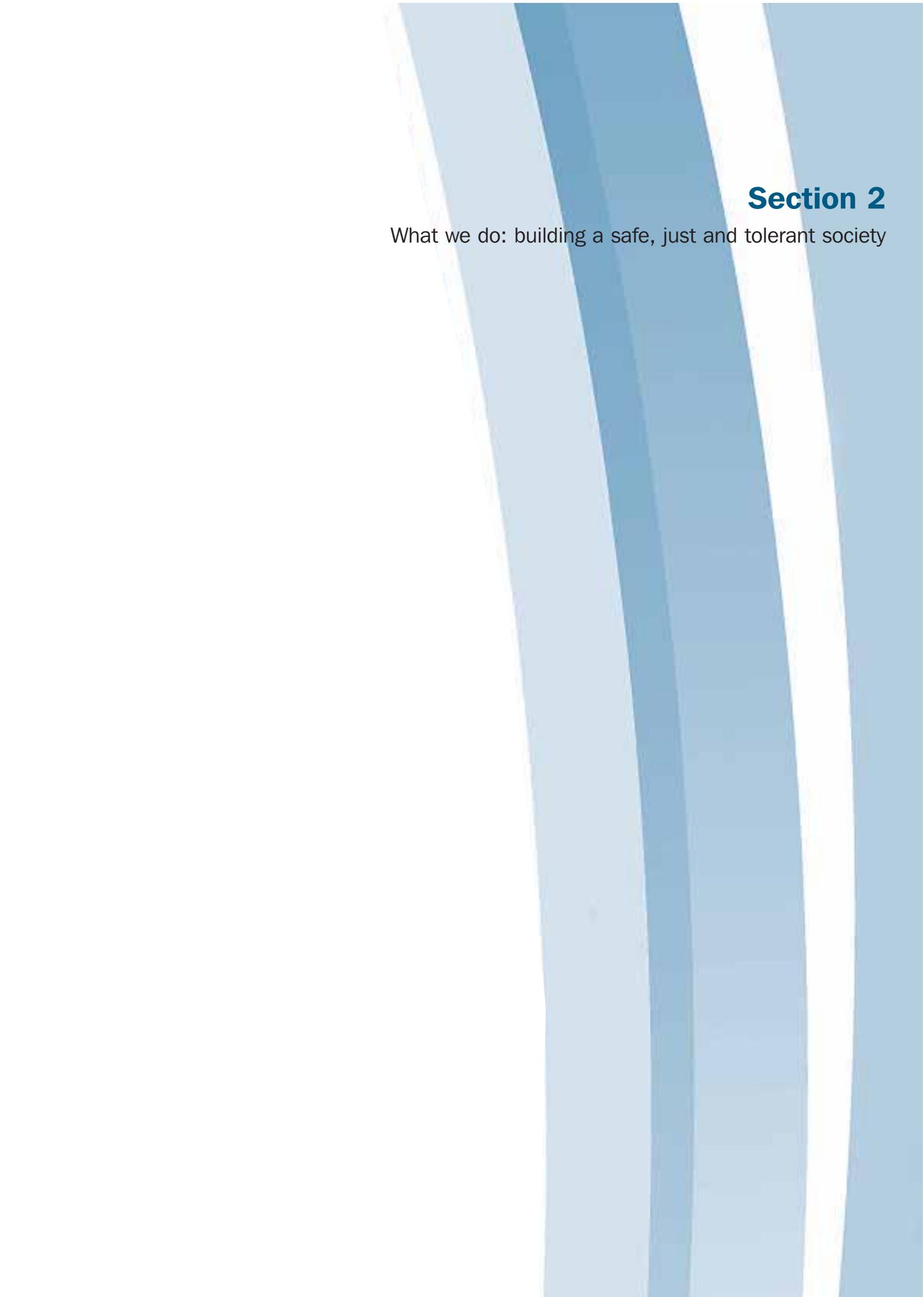
Objective II: More offenders are caught, punished and stop offending and victims are better supported.

Objective III: Fewer people's lives are ruined by drugs and alcohol.

Objective IV: Migration is managed to benefit the UK, while preventing abuse of the immigration laws and of the asylum system.

Objective V: Citizens, communities and the voluntary sector are more fully engaged in tackling social problems and there is more equality of opportunity and respect for people of all races and religions.





Section 2

What we do: building a safe, just and tolerant society

What we do: building a safe, just and tolerant society

Our purpose is to build a safe, just and tolerant society. This is underpinned by our Strategic Objectives. These are delivered through our three mutually reinforcing pillars of responsibility:

- **Policing, security and community safety:** ensuring that people are and feel safe helps to build confident communities. Similarly, active, cohesive and empowered communities with improved opportunities and reduced inequalities are the best foundation for long-term reductions in crime, in the number of lives ruined by drug abuse and in building confidence in the CJS, particularly among Black and Minority Ethnic groups. They also make possible the successful integration of refugees and other migrants. The police play a key part in the CJS and police reform will help us bring more offenders to justice and improve the service experienced by victims and witnesses. The police are also crucial in countering terrorism and tackling the organised crime responsible for much illegal immigration.
- **Offender management and criminal justice reform:** re-offending can best be addressed by better integrating the management of offenders in the

community and in custody. This will protect the public and ensure effective punishment and rehabilitation, including by helping offenders get jobs and keep free of drugs on release. This contributes to lower crime and to increased community safety. Similarly, ensuring that justice is done and is seen to be done rests on our bringing more crimes to justice and putting victims and witnesses at the heart of the CJS. This in turn raises public confidence and promotes more active and stronger communities.

- **Immigration, citizenship and nationality:** ensuring that we continue to establish an approach that is fair, transparent, commands public confidence and which will help to integrate genuine refugees and build community cohesion. Similarly, action against illegal immigration and abuse of the asylum system helps us fight terrorism and organised crime. The Identity Cards Scheme will help to counter illegal working, prevent and detect crime and speed up checks at our borders. It will also provide an easy means for people to demonstrate their entitlement to public services.



People are and feel more secure in their homes and daily lives

Action during 2004–05 included:

- Reducing crime, particularly in high crime areas (Target 1), including by **implementing a prolific and priority offenders strategy** (see page 32).
- Continuing to bear down on the crimes of most concern (Target 1) such as **vehicle crime, burglary, and robbery** by
 - Continuing to raise awareness and improve security measures in car design and through safer parking scheme guidelines to address concerns over car park security (see page 32).
 - Working with universities, the British Council, the National Union Students and others to raise students' awareness of crime prevention measures. We distributed over 800,000 copies of *The student survival guide*, which sets out advice on safety, at the start of the 2004–05 academic year (see page 33).
 - Continuing to adopt and encourage best practice. We published *Problem solving street crime: practical lessons from the Street Crime Initiative (SCI)*. This document gives policy-makers and practitioners information on lessons learned from the SCI and other research (see page 34).
- Taking steps to **tackle violent crime** – including by passing the Domestic Violence, Crime and Victims Act, which gives the police and courts tough new powers and by addressing alcohol-related disorder (see page 34).
- Supporting crime reduction, public reassurance and increasing the number of offences brought to justice (Targets 1 and 2, Strategic Objective II and Target 4) including by **maintaining the number of police officers and supporting 6,000 Community Support Officers** (see page 38).
- Improving the way the police deal with the public (Targets 2 and 4) by establishing a **Neighbourhood Policing Programme**

(see page 37) and agreeing customer service standards with the Association of Chief Police Officers (ACPO) and the Association of Police Authorities (APA).

- Enhancing **police effectiveness** (Target 2) by:
 - Reducing bureaucracy.

Value for money in the Home Office

The Home Office is responsible for key public services that affect every citizen's quality of life. In total, these cost over £18 billion in resources and £1 billion in capital spending. It employs, or funds, over 200,000 public-sector workers.

Freeing up resources through effective delivery and reform is central to what we do: we have already met the non-policing part of our VFM target set in the 2002 Spending Review. And the police remain ahead of where they need to be to deliver their VFM target.

However, we – like the wider public sector – need to do more. Our new target, set last summer, is to realise total annual VFM gains of just under £2 billion (of which £1.24 billion will be cashable) by 2007–08. Key work strands include:

- *Delivering efficiency gains of at least 3 per cent every year from policing, including by increasing the proportion of officer time on the front-line.*
- *Significantly reducing asylum support costs and improving processing and operating efficiency.*
- *Increasing VFM in the correctional services.*

We are also reforming and streamlining our headquarters functions.

Examples and further detail can be found later in this plan.

Successful delivery also depends on rigorous prioritisation of resources and effective risk management.

- Rolling out the Policing Performance Assessment Framework.
- Working with HM Inspectorate of Constabulary and the Police Standards Unit (see page 38).
- Tackling anti-social behaviour by issuing **2,600 Anti-Social Behaviour Orders** (in the year to September) to individuals and **418 Dispersal Orders** (between April and September) to tackle the problem of groups intimidating their local communities (see page 39).
- Improving **public confidence** in the Criminal Justice System (CJS) (Target 4) by:
 - LCJB’s implementing delivery plans, including by enhancing engagement in local communities.
 - The issuing of revised guidance for police forces on the use of stop and search powers.
 - Work to increase public understanding and awareness of the CJS (see page 41).
- Taking steps to counter terrorism by: **disrupting terrorist networks** and, where possible, bringing offenders to justice; protecting our critical national infrastructure; and improving protection for emergency services staff (see pages 41–42).
- Tackling organised crime by: **recovering £84 million of criminal assets** during the year; preparing for the launch, in April 2006, of the **Serious Organised Crime Agency**; and securing passage of the Serious and Organised Crime and Police Act, which will introduce new powers to secure more convictions of crime bosses (see page 43).
- Passing the Domestic Violence, Crime and Victims Act, including a statutory code of practice on how CJS agencies should treat victims.
- Publishing a delivery plan for Local Criminal Justice Board action alongside a series of toolkits to support implementation.
- Starting roll-out of the No Witness, No Justice project, which sets up Witness Care Units. (see page 46).
- Increasing the number of offences brought to justice (Target 3) by driving up the number of **sanction detections** by the police and **improving co-operation between police and prosecution** to make sure the right case is brought to court first time (see pages 46–49).
- Reducing re-offending and protecting the public (Target 5) by emphasising appropriate and effective prison security – at the end of January 92 per cent of **prison establishments had achieved their targets for searching** (see page 49) and by **working with the Sentencing Guidelines Council** to help prepare for the effective application of the new sentences in the Criminal Justice Act 2003 (see page 49).
- Enabling **offenders** to become **productive members** of society (Target 5) by combining punishment with drug treatment, education and training (see page 52).

Fewer people’s lives are ruined by drugs and alcohol

Action during 2004–05 included:

- Tackling **drug-addicted frequent offenders** (Target 1) and reducing the harms of drug-abuse (Target 6) by:
 - Getting 16,000 offenders into drug treatment.
 - Making more than 10,000 (provisional figure) Drug Treatment and Testing Orders.
 - Implementing throughcare and aftercare measures nationally to increase the likelihood of drug-misusing offenders becoming and staying drug-free (see page 58).

More offenders are caught, punished and stop offending and victims are better supported

Action during 2004–05 included:

- Improving the **experience of victims and witnesses**, by:

- Starting implementation of the **Alcohol Harm Reduction Strategy**, including by working with the drinks industry to ensure socially responsible drinking and by tackling drink-related crime and disorder (see pages 59–60).

Migration is managed to benefit the UK, while preventing abuse of the immigration laws and of the asylum system

Action during 2004–05 included:

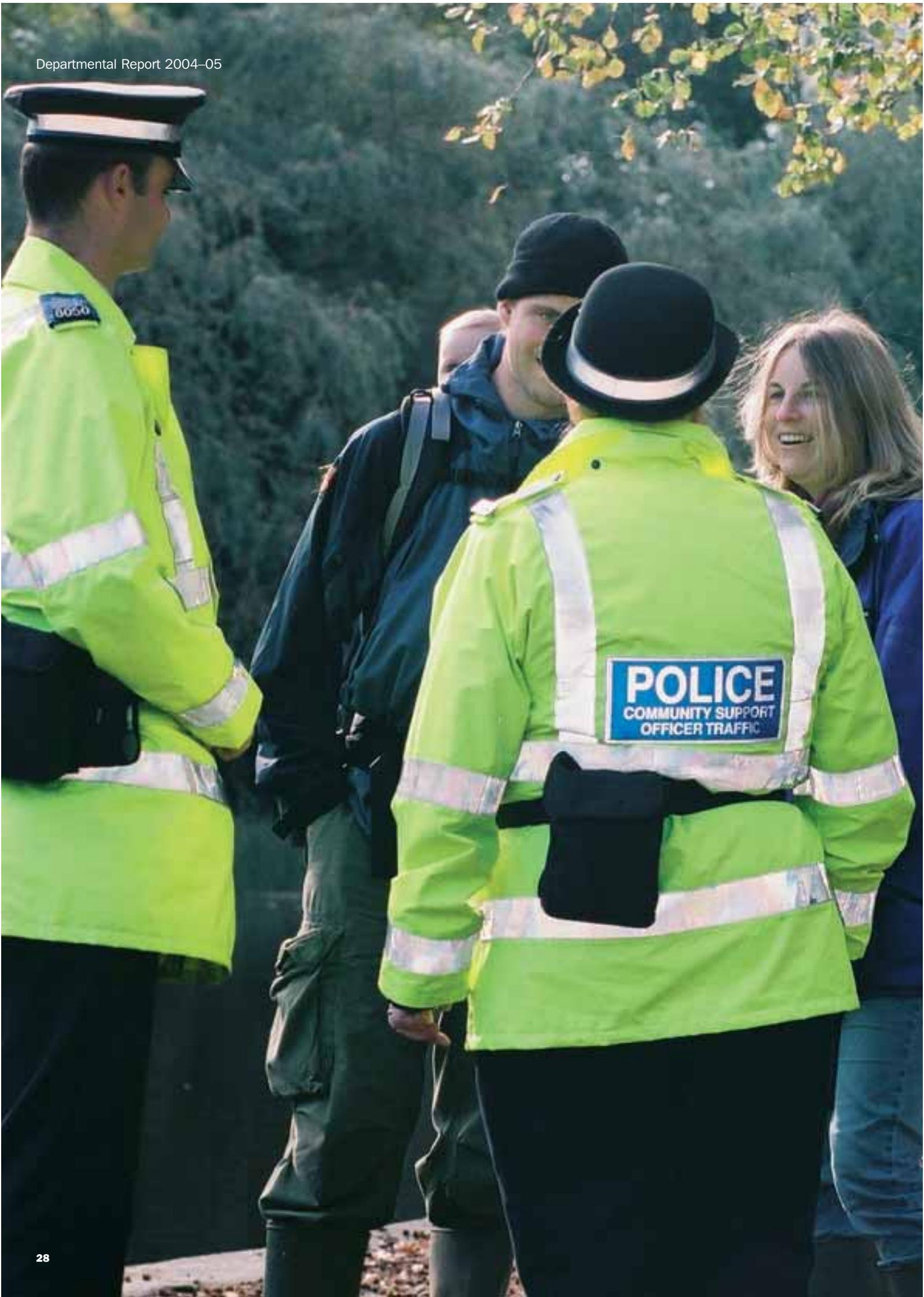
- Publishing our **five-year strategy for asylum and immigration** (Target 7, see pages 61–62).
- Strengthening our immigration controls (Target 7) by: **making photographs a requirement in all UK visas**; continuing the development of **juxtaposed controls in Brussels and Calais**; and continuing the **roll-out of detection technology** (see pages 62–63).
- Managing migration to the benefit of the UK by: introducing the **Worker Registration Scheme**, which allows migrants from the new EU accession states to work legally in the UK; and making sure **taskforces** play a role in identifying and dealing with abuses of legal migration routes (see pages 63–64).
- Continuing the **reform of the asylum system** (Target 7), resulting in a sharp fall in costs to the taxpayer of approximately £269 million per annum (see pages 64–65).
- Taking further action on removing failed asylum seekers (Target 7) by increasing **detention capacity** and continuing our policy of **returns to safe third countries** (see page 66).
- Enhancing integration and citizenship, including through the publication of **Integration matters: a national strategy for refugee integration** and the further roll-out of citizenship ceremonies (see pages 66–67).

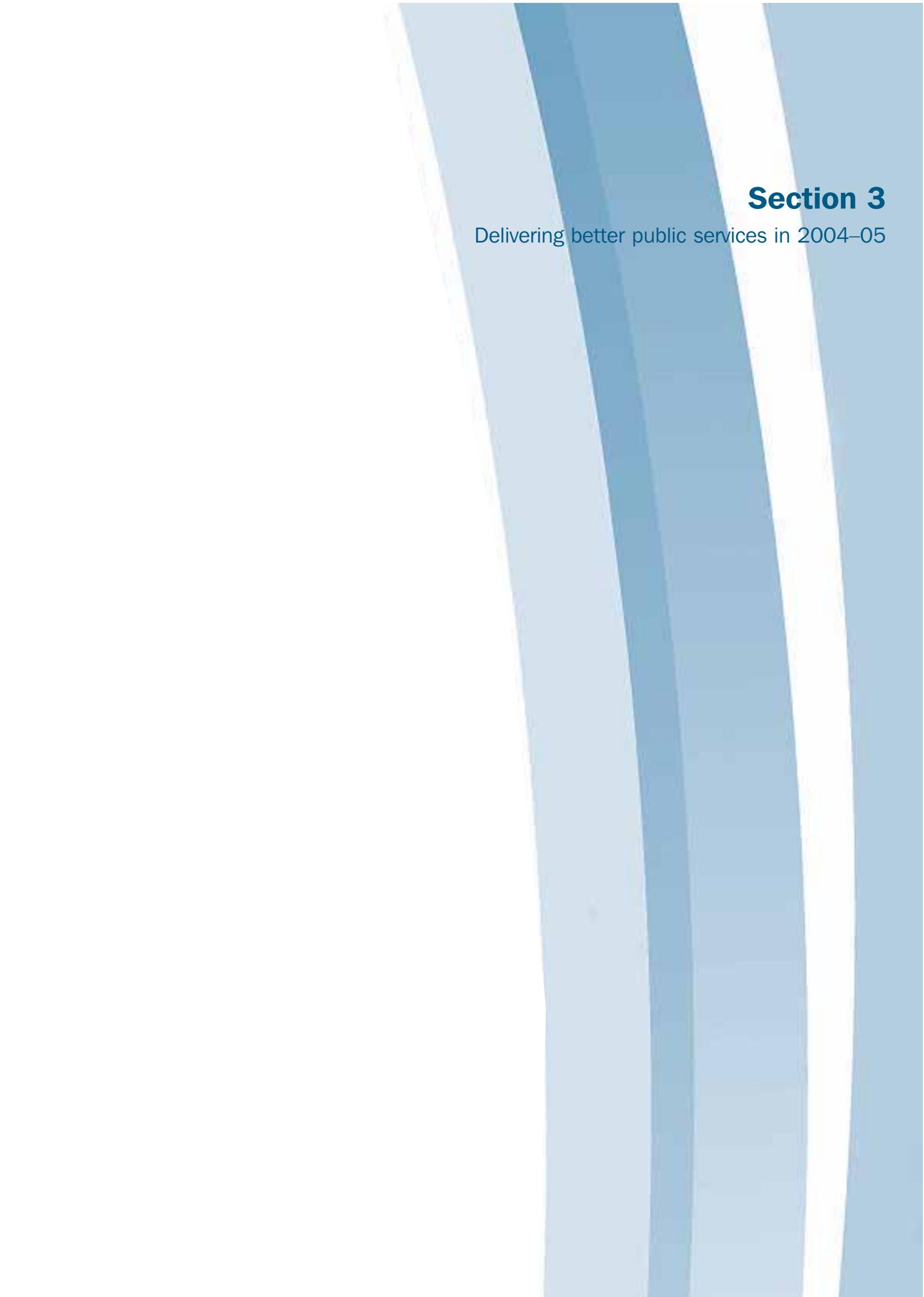
Citizens, communities and the voluntary sector are more fully engaged in tackling social problems and there is more equality of opportunity and respect for people of all races and religions

Action during 2004–05 included:

- **Publishing the Russell Commission report** and announcing spending of up to £100 million over the next three years in support of a **new national framework for youth action and engagement**. (Target 8, see page 71).
- Launching the UK **2005 Year of the Volunteer** campaign (Target 8), to raise the profile of volunteering and to generate more opportunities for people to become volunteers (see page 71).
- Publishing **ChangeUp**, our framework for building capacity and developing infrastructure in the voluntary and community sector (Target 8, see page 71).
- Rolling out the **futureBuilders programme** (Target 8), with a total of £4 million being awarded to 15 projects (see page 71). This is part of a fund totalling £125 million over the 2002 Spending Review period.
- Launching our strategy for race equality and community cohesion: **Improving opportunity, strengthening society** (Target 9, see pages 72–73).
- Sharing best practice on **building community cohesion** (Target 9), in particular through our Pathfinder programme (see page 73).
- Taking the next 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 the introduction of an Identity Cards Scheme – subject to Parliament’s approval (see pages 73–74).

The following sections set out our delivery performance in more detail. Section 3 considers progress against our Strategic Objectives and key targets, and section 4 sets out how the Department is reorganising itself to improve how it supports delivery.





Section 3

Delivering better public services in 2004–05

Delivering better public services in 2004–05

Strategic Objective I: People are and feel more secure in their homes and daily lives

Spending £m	1999–2000 Outturn	2000–01 Outturn	2001–02 Outturn	2002–03 Outturn	2003–04 Outturn	2004–05 Outturn*	2005–06 Plans	2006–07 Plans	2007–08 Plans
Resource	3,958.1	4,179.5	4,924.6	6,953.5	5,702.6	5,885.5	6,160.4	6,512.6	6,896.5
Capital	182.2	203.0	230.3	425.6	544.8	458.6	621.2	688.1	611.6

* Estimated February.

Tackling crime and the fear of crime is fundamental to creating confident communities in which everyone is able to enjoy the opportunities open to them.

Facts and figures

- Crime is down by over 30 per cent since 1997 – but still represents a major cost for victims and society more widely.
- The 2003–04 BCS shows that the risk of becoming a victim of crime is at its lowest level since the survey began in 1981, and the fear of crime and concern about anti-social behaviour are falling. However, many of those still affected are among the poorest and most vulnerable.

Our vision is to work with our delivery partners, and with communities themselves, to secure a country in which crime is lower, anti-social behaviour is tackled, which is better protected against international terrorism and organised crime, and in which all communities have confidence in the police and the CJS.

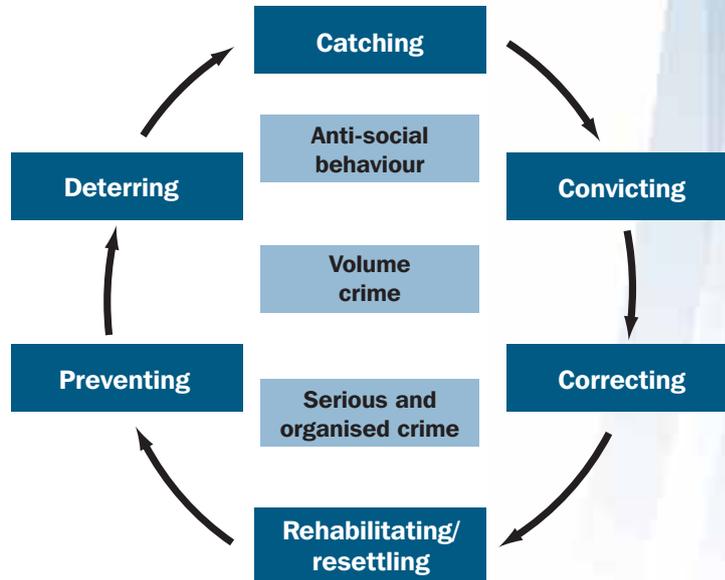
We will reduce crime by preventing and deterring young people from becoming offenders in the first place, by catching and convicting those who commit crime and by making sentences and rehabilitation

effective at stopping reoffending. This end-to-end approach to tackling crime draws on skills, knowledge and resources across the Home Office and many other agencies.

This involves laying the foundations by supporting young people and preventing crime in communities; increasing neighbourhood policing; tackling anti-social behaviour; and increasing confidence in the CJS. On national and international levels it means countering terrorism and organised crime.

Partnership, at international, national and local level is central to delivery. We work closely with:

- Our European Union (EU) partners, the United States and other international allies.
- The security and intelligence agencies, the National Crime Squad (NCS) and the National Criminal Intelligence Service (NCIS) in combating terrorism and organised crime, and in protecting the UK's communities against threats to their security.
- The Department of Health (DH), Department for Work and Pensions (DWP), Department for Education and Skills (DfES) and the Office of the Deputy Prime Minister (ODPM) in addressing the longer-term causes of crime and in regenerating communities.



- HM Revenue and Customs and the Asset Recovery Agency in tackling organised crime, the money laundering associated with it and recovering the proceeds of crime.
- Front-line deliverers, such as local authorities, primary care trusts, schools and social services, who are brought together in local partnerships such as Local Criminal Justice Boards (LCJBs), Crime and Disorder Reduction Partnerships (CDRPs) and Drug Action Teams (DATs) and the voluntary sector.
- Local communities, to whom the Police Service and other criminal justice bodies are accountable. We aim to strengthen their engagement with police authorities by giving better information on police performance.

Supporting young people and preventing crime in communities

Figures for 2004–05 will be published in July 2005. However the latest BCS data suggest that:

- Over the 12 months to December 2004 overall crime fell by 11 per cent compared with the preceding 12 months. During 2003–04 we reduced the gap between the quartile of CDRPs with the highest crime and the remainder from 27.1 to 23.3 crimes per 1,000 of population.

Delivery in 2004–05

We have continued to reduce crime and concern about anti-social behaviour. We have also laid the foundations for continued progress: embarking on a second stage of police reform; taking steps to counter terrorism; and preparing to launch, in April 2006, the Serious Organised Crime Agency (SOCA).



Key elements of our strategy include:

- Addressing – with our national and local partners – factors associated with offending, such as exclusion from school, low educational attainment, drug abuse, truancy and poor parenting.
- Targeting the prolific and other priority offenders responsible for a disproportionate amount of crime. This involves prevention and deterrence, coupled with action aimed at catching, convicting and rehabilitating those offenders.
- Targeting crime hot spots and preventing repeat victimisation. Crime is at least twice as high in deprived areas as it is in affluent areas, concentrated in particular streets and estates. Focusing police and crime prevention resources in these areas and on these victims can significantly reduce overall crime and the fear of crime.
- Doing more to drive down fear of crime (fear of crime has fallen consistently since the mid-1990s but it remains a high priority for many communities).

Action during 2004–05 included:

- Implementing a prolific and priority offenders strategy, which will ensure that resources are concentrated on reducing the harm caused by those responsible for a disproportionate amount of crime.
- Reducing crime faster in high-crime areas. In the 94 CDRPs with the highest rates of crime in 2002–03 we have reduced robbery, burglary and vehicle crime by 11 per cent, compared with a reduction in these crimes of 6 per cent in other CDRPs. This has been supported by the introduction of new performance management arrangements, known as the Partnership Assessment and Delivery System, which holds Home Office directors in the regions of England and Wales to account for the delivery of CDRPs and Community Safety Partnerships (CSPs) in their areas.

The Home Office spent £133 million directly on preventing crime in communities in 2004–05.

In tackling crime and the causes of crime, we continued to target those crimes that have most impact on, and are of concern to, the public.

Reducing vehicle crime

Figures for 2004–05 will be published in July 2005. The latest BCS data suggest that:

- Over the 12 months to December 2004 vehicle crime fell by 17 per cent compared with the preceding 12 months.

Our strategy has three strands: reducing opportunities for vehicle crime (principally raising awareness among motorists, improving car security and making car parks safer); reducing incentives to commit vehicle crime (principally better regulation of motor salvage industry and number plate suppliers and tightening the vehicle registration system); and engaging key partners such as the police and local authorities.

Action during 2004–05 included:

- Raising awareness of the steps which motorists can take to reduce their risk of being a victim of car crime, for example, through campaigns including 'Let's Keep Crime Down'.
- Launching the police Safer Parking Scheme which aims to drive down car park crime.
- Agreeing minimum standards with the police for enforcing the regulations relating to motor salvage operators.
- Continuing targeted police action.

The Home Office spent £1.2 million directly on vehicle crime reduction initiatives in 2004–05. In addition, reducing vehicle crime was an important strand of the £7.6 million acquisitive crime reduction campaign.

Reducing domestic burglary

Figures for 2004–05 will be published in July 2005. However the latest BCS data suggest that:

- Over the 12 months to December 2004 domestic burglary fell by 15 per cent compared with the preceding 12 months.

Our strategy involves:

- Helping our local partners to raise performance.
- Identifying, advising and supporting those most at risk, such as students and others in shared accommodation.
- Increasing the proportion of burglaries that are detected and brought to justice (Strategic Objective II).
- Sentencing that deters or incapacitates (Strategic Objective II).
- Rehabilitation that tackles the causes, such as drug abuse (Strategic Objectives II and III).

Action during 2004–05 included:

- Working with ODPM to publish *Safer places: the planning system and crime prevention*, a guide for planners, architects, designers and others involved in the design and delivery of safe, sustainable and attractive environments.
- Working with universities, the British Council, the National Union of Students and others to raise students' awareness of crime prevention measures. We distributed over 800,000 copies of the *Student Survival Guide*, which sets out advice on safety, at the start of the 2004–05 academic year.
- Developing a strategy to reduce the market in stolen goods, including consultation on licensing the second-hand goods market and working with the EU and others on tackling crime.

Total spending on tackling burglary cannot be separately identified.

Reducing robbery and street crime

The number of robbery victims interviewed by the BCS is generally too small to be statistically significant and robbery is therefore measured using recorded crime statistics. Figures for 2004–05 will be published in July:

- Recorded robbery rose in 2000–01 and 2001–02. The Street Crime Initiative (SCI) has reversed this trend in SCI areas. Robbery in SCI areas was 24 per cent lower in 2003–04 than in 2001–02. Overall, in 2003–04 robbery was 12 per cent up on baseline.

Our strategy is based on:

- National and local partnership, including with the commercial and voluntary sector.
- Targeting the root causes of street crime, including drugs (Strategic Objective III).
- Reducing reoffending (Strategic Objective II).



Action during 2004–05 included:

- Running ‘Safe’ – the first ever national schools anti-robbery campaign week. It was promoted by the Olympic boxing medallist, Amir Khan, and highlighted safety and deterrent messages.
- Launching the National Mobile Phone Register, in partnership with the mobile phone industry and police forces, to enable the police to identify lost and stolen phones. The register makes theft easier to detect and less profitable.
- Continuing to adopt and encourage best practice. We published *Problem-solving street crime: practical lessons from the Street Crime Initiative*. This document gives policy-makers and practitioners information on lessons learned from the SCI and other research.

The Home Office spent £28 million directly on the SCI in 2004–05. Total government spending on tackling robbery cannot be identified.

Reducing violent crime

Figures for 2004–05 will be published in July 2005. However the latest BCS data suggest that:

- Over the 12 months to December 2004 violent crime fell by 10 per cent compared with the previous 12 months.

Our strategy for reducing violent crime includes targeting those crimes:

- With the highest levels of incidence – such as alcohol-related and domestic violence.
- That cause greatest public concern, such as the protection of children, gun crime and sexual offences.

Action during 2004–05 included:

- The Domestic Violence, Crime and Victims Bill receiving Royal Assent on 15 November 2004. It will ensure that victims get the help, support and protection they need to rebuild their lives, as well as helping convict the guilty. Measures include the establishment of an independent commissioner for victims, significant new police powers to deal with domestic violence and making common assault an arrestable offence.
- Tackling alcohol-related violence on our streets and in our town centres through action under the Alcohol Harm Reduction Strategy (see pages 59–60).
- Recycling £2 million of assets recovered from criminals in support of community projects intended to reduce gun crime.
- Legislating to prohibit the sale, hire or import of stealth knives and batons.

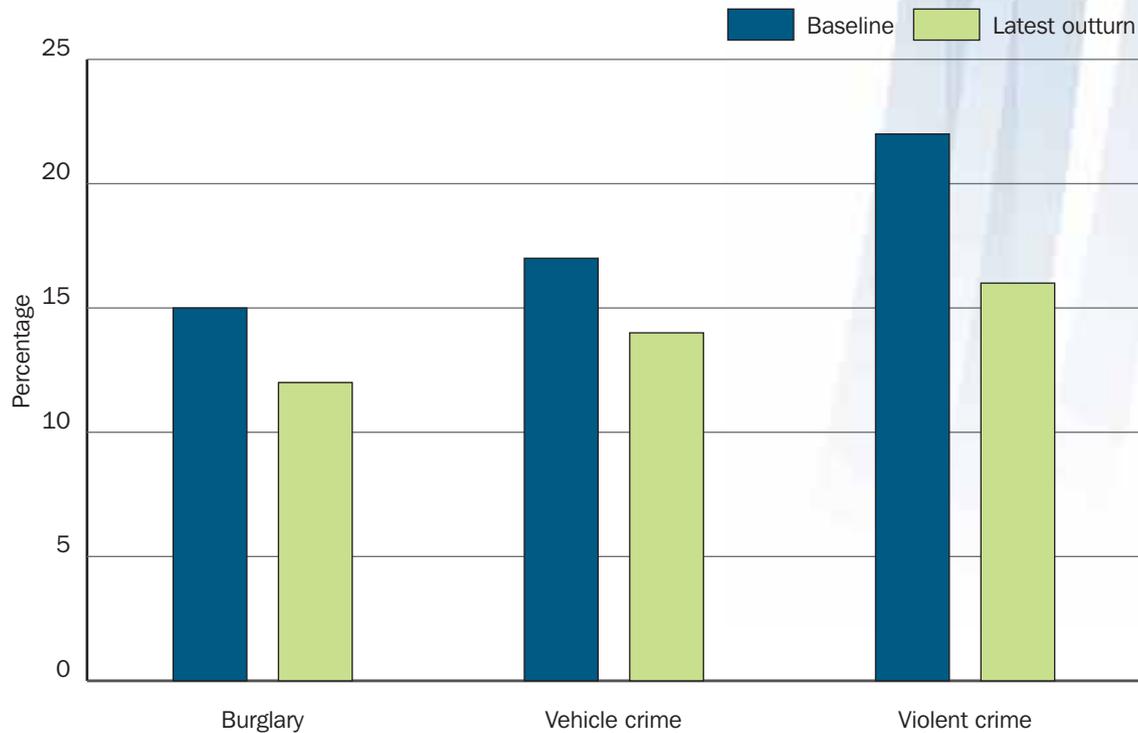
The Home Office spent £6 million directly on tackling violent crime in 2004–05. Total government spend cannot be specified.

Reducing the fear of crime

Figures for 2004–05 will be published in July 2005. However the latest BCS data suggest that fear of crime has fallen:

- Over the 12 months to December 2004 14 per cent had a high level of worry about vehicle crime; 12 per cent about burglary and 16 per cent about violent crime compared with 16 per cent, 13 per cent and 18 per cent respectively in the preceding 12 months.

Fear of Crime



The fear of crime may not fully reflect falling rates of crime. Our strategy rests on:

- Identifying the factors that drive the fear of crime.
- Communicating the risks of crime to communities more effectively.
- Promoting reassurance.
- Improving crime-prevention education.
- Working with local partnerships and the voluntary sector, especially with vulnerable groups.

Action during 2004–05 included:

- Presenting and promoting to practitioners, common-interest groups and community activists (in particular those whose fear is disproportionate to the real risk):
 - The facts about criminality.

- Common-sense precautions.
- Informed risk assessments.
- The positive benefits of community engagement.
- Developing and maintaining a practitioners and activists e-community, to promote best practice and provide a forum for enquiry and discussion.
- Providing information and empowering individual access to support networks, addressing issues of anti-social behaviour and personal vulnerability, while seeking to improve confidence in the CJS and knowledge of local responsible bodies.
- Engaging with security practitioners in the National Health Service and contributing to their induction courses on fear-of-crime reduction strategies.

Total spending on tackling the fear of crime cannot be separately identified.

Neighbourhood policing for today's world

Performance is now measured by the Police Performance Assessment Framework (PPAF). This combines data collected as Statutory Performance Indicators with HMIC baseline assessments to give an accurate reflection of how forces are performing across the whole range of policing activities. Figures from 2004–05 will inform the first 'full' PPAF publication that will contain assessments on performance for every police force. It will be published in autumn 2005:

- Police performance monitors reporting performance in 2003–04 were published in September 2004 (Police Performance Monitoring Report 2003–04). These demonstrated that police performance is improving. In 2003–04, the police and their partners delivered significant crime reductions as set out for Target 1.
- At the end of March 2004, seven forces had a performance gap of more than 10 per cent on crime reduction, compared with 11 in March 2003. Five forces had a performance gap of more than 10 per cent on investigative performance compared with seven in March 2003.
- Police performance monitors show that in 2003–04, 63.6 per cent of police time was spent on front-line policing. This provides the baseline against which we will measure future progress. Performance is now being measured by the PPAF, and this will report in autumn 2005.

We are building on recent improvements in police performance with our programme of reform. The White Paper *Building Communities, Beating Crime* and the *National Policing Plan 2005–08* set out clear priorities, including a commitment to neighbourhood policing teams, a stronger customer focus and increasing the visibility and accountability of officers. We are also further modernising and equipping the police workforce to deliver a better and more effective

service. Neighbourhood policing teams will be supported by our:

- Continuing to maintain a record number of officers and providing 24,000 Community Support Officers by 2008.
- Improving the way the police deal with the public by developing a genuinely responsive customer service culture, and by making the police more accessible, visible and accountable.
- Establishing a new National Policing Improvement Agency, which will have neighbourhood policing as one of its mission-critical priorities.
- Continuing to reduce bureaucracy, make better use of science and technology and freeing up more officers for front-line duties.
- Using the PPAF to promote better performance and to enhance delivery, supported by the complementary work of HMIC and the Police Standards Unit.



The National Policing Plan and neighbourhood policing

The National Policing Plan 2005–08 sets out the framework and context for policing in England and Wales for the next three years, to create a culture for policing which can tackle crime effectively at local, national and international levels. The plan sets out five priorities for policing to ensure citizens are at the heart of policing:

- Reducing overall crime including violent and drug-related crime in line with the Government's targets.*
- Providing a citizen-focused police service which responds to the needs of communities and individuals, especially victims and witnesses, and inspires public confidence in the police, particularly among minority ethnic communities.*
- Taking action with partners to increase sanction detection rates and target prolific and other priority offenders.*
- Reducing people's concerns about crime and anti-social behaviour and disorder.*
- Combating serious and organised crime, within and across force boundaries.*

In addition, work to reduce the threat from terrorism must be an overarching imperative for all forces.

The Government has also pledged to ensure that every area in England and Wales will benefit from dedicated, visible, accessible and responsive neighbourhood policing teams by 2008.

Funding is being made available by 2007–08 for 24,000 police Community Support Officers. These will work alongside local wardens and special constables to support regular police constables in tackling crime and disorder and making streets, estates and villages around the country safer.

Neighbourhood policing teams mean that people will:

- Know who their local police officers are and how to contact them.*
- Have a real say in local policing issues and setting local priorities.*
- Know how well their police are doing locally in tackling crime and anti-social behaviour.*

By autumn 2005, each of the 43 police forces will select one of their Basic Command Units to implement and champion neighbourhood policing and understand the best way of adapting neighbourhood policing for their area. The Government expects half of the country to have neighbourhood policing by the end of 2007, with full implementation being carried out by 2008.

Value for money in policing

The Police Service target for 2004–05 was to make gains of £196 million (2 per cent of net revenue expenditure) in the 43 local forces in England and Wales. The latest estimate is that forces will achieve gains of £266 million, of which £101 million is cashable (including £16 million as a result of implementing measures proposed by the Bureaucracy Taskforce). From 2005–06, the police service will work towards the new target of £1,060 million per annum by 2007–08 (of which half will be cashable).

This programme is coordinated by the Police Efficiency Group, established in April 2004 and comprising members from the APA, ACPO and from central government. The approach is based on local plans, (building upon local knowledge and expertise) and nationally driven initiatives centred around:

- *Procurement savings – a centre of excellence is being established, under the auspices of ACPO, to identify and lead opportunities for collaborative procurement between the 43 forces.*
- *Corporate services, where gains will be identified in the priority areas of finance, human resources management, transport services and asset management.*
- *Resource management, including more effective operational deployment of officers and evidence-based work using information from the activity-based costing system now employed in all forces.*

Increases in front-line policing, by an equivalent of 12,000 additional officers, will make an important contribution to achieving the target.

Action during 2004–05 included:

- In September 2004 there were over 140,000 police officers and there are now 6,000 CSOs.
- Agreeing a national framework of guaranteed service standards, setting out the level of service members of the public can expect whenever they have contact with the police. These will be published in November 2006.
- Improving use of science and technology. For example, the DNA database now holds nearly four times as many profiles as it did in April 2000, and the Automatic Number Plate Recognition pilot produced 13,499 arrests between June 2003 and June 2004.
- Reducing bureaucracy. All 43 forces now undertake video identity parades which take one-third of the time of the old-style ID parades. Over 7,700 forms have now been scrapped, and forces are making use of 198 Livescan Units, which enable electronic fingerprint images to be taken instantly – saving 7.5 minutes per arrest.
- Embedding a performance culture through the PPAF. The work of HMIC and the Police Standards Unit complemented this by helping spread best practice and enhancing operational tools, including the DNA database.

Total policing provision in England and Wales rose by 4.3 per cent supported by government grant and central spending on services for the police.

Tackling anti-social behaviour

Figures for 2004–05 will be published in July 2005. However the latest BCS data suggest that:

- Over the 12 months to December 2004 the proportion of people who perceive that there is a high level of anti social behaviour, was 17 per cent. The 2003–04 annual outturn was 16 per cent compared with 21 per cent for the preceding 12 months.

The first benefits of the TOGETHER campaign – established to deal with anti-social behaviour swiftly and effectively – are already evident. Above all, the commitment is to tackle anti-social behaviour, not tolerate it. We are achieving this by:

- Taking action in communities across the country – providing the funding, powers, back-up and know-how to make change possible.
- Communicating with the public, restoring faith in local services and communities and inspiring action.
- Being on the side of the law-abiding majority – backing victims and witnesses, championing local heroes.
- Continuing to consolidate the progress of the 10 TOGETHER Trailblazers and 50 Action Areas, giving practitioners the information and support they need.

Action during 2004–05 included:

- Issuing more ASBOs, bringing the total number issued since 1999 to 3,826 in September 2004.

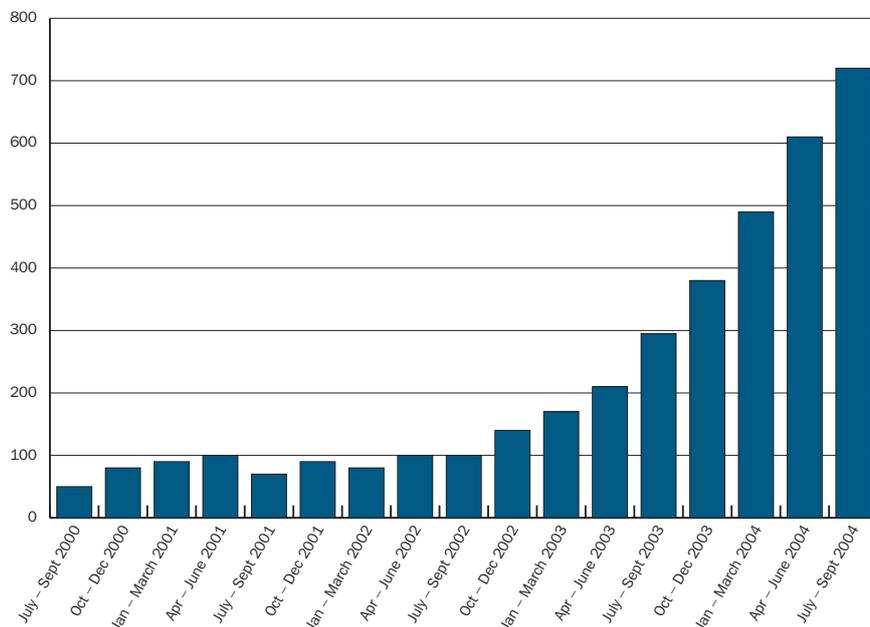
Middlesbrough

In Middlesbrough, certain groups of young people had become a real cause for concern. They were the prime cause for complaint at public meetings, in councillors’ surgeries and amongst residents.

The approach taken by the local authority, working closely with other CDRP agencies, was to build up individual files on each perpetrator. A thorough assessment was made of each young person and their family circumstances. Families and young people were made aware of the impact of their behaviour, the aim being to reach an agreement about behaviour through an Acceptable Behaviour Contract. These were monitored very closely by street wardens and CCTV, and by using diary sheets from local residents.

If this approach does not work, ASBOs, injunctions and – if necessary – eviction will be pursued. Each step is considered very carefully and actions taken are reasonable, proportionate and necessary.

Number of ASBOs issued from 1 July 2000 to 30 September 2004, by quarter



In addition, 418 Dispersal Orders were made between April and September to tackle problems of groups intimidating their local communities.

- The It's Your Call campaign, a partnership initiative in 25 areas that enables the public to report instances of anti-social behaviour using a single telephone number.
- Establishing 50 new TOGETHER action areas, which now receive extra help to tackle anti-social and environmental crime, including fixed penalty notices for fly-posting and graffiti and the establishment of 100 anti-social behaviour response courts.
- Setting up the TOGETHER actionline, which gives local practitioners easy access to information and advice about tackling anti-social behaviour.

The Home Office spent £25 million directly on tackling anti-social behaviour in 2004–05. Total government spending cannot be identified.

Building public confidence in the CJS

Figures for 2004–05 will be published in July 2005. However the latest BCS data suggest that confidence is increasing:

- As of December 2004, 43 per cent of people have confidence in the effectiveness of the CJS in bringing offenders to justice, compared with 40 per cent in the 12 months to December 2003. Latest BCS data shows that 56 per cent of people from a black or minority ethnic (BME) background have confidence in the effectiveness of the CJS compared with a baseline of 49 per cent.

Public confidence benefits from the work outlined above on reducing crime and the fear of crime, building neighbourhood policing and tackling anti-social behaviour. But also, working through LCJBs, the criminal justice agencies (police, courts, CPS, prisons and probation), need to:

- Improve joint working, particularly at a local level.
- Provide better information, care and support to victims and witnesses (see Strategic Objective II).
- Increase involvement of local communities in setting the priorities and delivering the services of the CJS.
- Improve their understanding of and tackle disproportionate treatment of people from Black and Minority Ethnic communities.

The Race for Justice Project

The Race for Justice Project was commissioned by the Hampshire and the Isle of Wight Criminal Justice Board. The aim of the project was to ascertain the views of BME communities towards criminal justice agencies. The underlying objective of the project is to engage with BME communities to increase awareness, address concerns and raise confidence in the CJS. Initiatives include:

- *A CJS poster, raising awareness to increase confidence. The poster, which explains the CJS in practical ways, can be seen in schools, local communities and all public buildings.*
- *A Welcome to Britain booklet (a guide for newcomers to Hampshire) that provides asylum seekers and refugees with information on some of the common problems – including legal problems – experienced by newcomers to the country.*
- *Community engagement and consultations have taken place to build new communication lines with CJS agencies and increase confidence.*

- Ensure that the public receive balanced and accurate information about the CJS.

Action during 2004–05 included:

- LCJBs implementing delivery plans for improving public confidence. These include arrangements for enhancing engagement with local communities.
- Work to increase public understanding and awareness of the CJS, including:
 - Inside Justice Week in October 2004 – an initiative in which local CJS agencies opened themselves up to the public.
 - The re-launch of CJS Online – the public face of the CJS on the internet.
- Issuing revised guidance for police forces on the use of stop and search powers.

The Home Office spent £3 million on programmes directly related to improving public confidence in the CJS in 2004–05. Total spend across government cannot be specified.

Counter-terrorism

Our clear and consistent strategy is built around four Ps: prevent, pursue, protect and prepare:

- Preventing terrorism by tackling the factors that encourage and facilitate recruitment of a new generation of terrorists.
- Pursuing terrorists and those that sponsor them by better understanding terrorist networks and their finances in order to track, disrupt and, where we can, bring them to justice.
- Protecting British people and interests, at home and abroad, so that we are a harder target and people can go about their daily lives with confidence.
- Preparing thoroughly to reduce the consequences if an attack occurs.

To be effective, this strategy must be pursued internationally:

- We are working with the international community through the United Nations and with our partners in the EU and G8 countries to put in place measures to prevent terrorism in future and to disrupt existing terrorist networks.
- Our police and intelligence agencies are working closely with their counterparts overseas.
- We are supporting countries with less experience of terrorism to strengthen their counter-terrorist capabilities through programmes of training, support with protective security and help with getting prepared and crisis management.

Action during 2004–05 included:

- Working with the British Muslim community to ensure:
 - Better communications about the use of counter-terrorist powers.
 - Reduced risk of radicalisation among UK Muslim communities.
 - Better understanding of Muslim community needs and a reduction of ‘Islamophobia’.

We also took steps to build community cohesion (see Strategic Objective V).

- Carrying out operations to disrupt terrorist networks and, where possible, to bring people suspected of terrorist activities to trial. In doing so, we worked more closely with our partners.
- Depriving terrorist networks of finance and using financial information to disrupt terrorist activity.
- Protecting our critical national infrastructure and airports by improving physical and electronic security, in partnership with the sectors at risk. Along with the Department for Transport and others, we also continued to support and advise the Multi-Agency Threat and Risk Assessment groups now operating at 35 UK airports.

- Continuing implementation of Project Cyclamen, which will improve detection of radiological material at entry ports.
- Protecting the public by putting in place new counter-terrorist powers in the Prevention of Terrorism Act 2005. Suspected terrorists may now be made subject to control orders.
- Enhancing protection for emergency services staff by procuring better protective equipment and so improving our ability to respond in the event of a chemical, biological or radioactive attack.
- Undertaking three live and five regional tabletop exercises, involving 25 police forces, simulating a terrorist attack and testing our ability to respond to it. A joint UK/US/Canada exercise was held in April 2005.

Total spending on countering terrorism cannot be separately identified.



Tackling organised crime

Organised crime does billions of pounds of harm to the UK every year and ruins many lives. We will reduce the harm from organised crime with a clear strategy which combines:

- Reducing demand for illicit goods (whether drugs, illegal labour or other products).
- Disrupting supply and markets, here and overseas, using the full range of powers available.
- Raising the risks for the criminals themselves by prosecuting and convicting the ringleaders.
- Removing the profit by confiscating criminal cash and assets financed by criminal activity.

The Serious Organised Crime Agency

The SOCA will reduce the harm caused by serious organised crime by every means legally possible. It will be a national organisation bringing together around 4,000 experts and specialists. The agency will be driven by intelligence, and will rely on close partnership at all levels from local police forces to international colleagues.

It is on track to start business in April 2006. The Chair and Director General Designate were appointed in August, and support functions are now in place. Four Executive Directors have been appointed covering intelligence, corporate services, intervention and enforcement.

To deliver this ambitious strategy, we are creating the SOCA and enhancing the powers available to our law-enforcement agencies through the Serious Organised Crime and Police Act. We are also making increasingly effective use of the powers in the Proceeds of Crime Act 2002.

Action during 2004–05 included:

- Making good progress, through Concerted Inter-Agency Drugs Action (CIDA), towards the Government's targets for reducing the supply of cocaine (see Strategic Objective III), increasing asset recovery and disrupting/dismantling criminal groups.
- Recovering £84 million of criminal assets (exceeding the 2004–05 target of £60 million). This will help increase front line capacity and support local community and other projects.
- Preparing for the formation of the SOCA – with the Chair, Director Designate (Stephen Lander and Bill Hughes respectively) and four Executive Directors appointed.
- Securing parliamentary approval for the Serious Organised Crime and Police Act. In addition to establishing the SOCA, the Act provides for a serious fraud-style power to require the giving of evidence in organised crime cases. It provides for an overhaul of the Queen's Evidence rules, to facilitate the giving of evidence by organised criminals against their fellow conspirators. It also creates tough new licence conditions on criminals post release.
- We will set up a new centre, affiliated to SOCA, to support the police and child protection agencies dealing with issues of child protection on the internet.
- Supporting the Police Service to ensure delivery of a service which responds to the needs of communities and individuals, with new customer service standards implemented in all forces by 2006.
- Supporting the spread of dedicated neighbourhood policing teams leading to a deeper, stronger connection with the public.
- Rationalising existing national bodies and putting in place interim arrangements for a National Policing Improvement Agency to develop good practice. The agency will work with police forces to provide capacity assistance and operational policing support.
- Maintaining increased police numbers and increasing the number of Community Support Officers.
- Delivery of the Government's expanded TOGETHER Action Plan, including a dedicated anti-social behaviour resource and support in 50 Action Areas.
- Strengthening joint working across the criminal justice agencies in reassuring the public and improving public confidence in the CJS.
- Managing successful presidencies of the EU and G8 that deliver practical measures to help member states tackle international terrorism, organised crime and illegal migration.

Total spending on tackling organised crime cannot be separately identified.

Future delivery

Key **actions** during 2005–06 include:

- Securing passage of the Violent Crime Reduction Bill and engaging our partners in the delivery of a violent crime strategy which will ensure reductions in violence – including use of guns and knives, alcohol-fuelled violence, sexual offences, domestic violence, low-level violence and hate crime.
- Securing the passage of a second counter-terrorism Bill to provide the police and security agencies with additional powers to protect our society as effectively as possible.
- Combating serious organised crime by preparing for the formation of the SOCA and by increasing the amount of criminal assets recovered.

Strategic Objective II: More offenders are caught, punished and stop offending and victims are better supported

Spending £m	1999–2000 Outturn	2000–01 Outturn	2001–02 Outturn	2002–03 Outturn	2003–04 Outturn	2004–05 Outturn*	2005–06 Plans	2006–07 Plans	2007–08 Plans
Resource	2,754.4	3,046.7	3,876.4	3,906.8	3,754.0	3,997.1	4,341.4	4,562.4	4,805.4
Capital	182.1	111.4	187.1	274.3	257.2	473.4	362.4	328.4	359.4

* Estimated February.

Overview and strategy

A strong CJS and a lower level of reoffending are crucial factors in reducing crime and anti-social behaviour, in making people feel safer and in building confident, active communities.

Facts and figures

- Home Office research suggests that around 10 per cent of offenders – a group around 100,000 in size – are responsible for half of all crime.
- Three-quarters of those adults sentenced by the courts for an indictable offence have been sentenced before for a previous crime.



Our vision is of justice for all. We will prosecute, convict and punish the guilty, and help them to stop offending, while protecting the innocent. Our strategies for doing so are centred on:

- Improving the experience of victims and witnesses.
- Bringing more offences to justice.
- Enforcing the orders of the courts.
- Rehabilitating offenders and reducing reoffending.

National and local partnership is central to delivery:

- The three criminal justice departments (the Home Office, Department for Constitutional Affairs and Crown Prosecution Service) come together on a National Board comprising Ministers, senior officials, agency Chief Executives and other CJS figures, supported by the Office for Criminal Justice Reform (OCJR), established in July 2004.
- DfES and DH are responsible for offenders' education, training and healthcare. DWP takes the lead on getting more offenders into work.
- Forty-two LCJBs – made up of the local delivery agencies (the police, the CPS, the courts, probation, prisons and Youth Offending Teams (YOTs) in a geographical area – strengthen accountability for delivering key targets.
- The voluntary and community sector contributes to activities such as suicide prevention, resettlement, drug prevention and alcohol advice.



Delivery in 2004–05

We have continued to make progress towards meeting key targets. Future progress will be underpinned by structural changes that facilitate joint working. The OCJR will help ensure a fully cross-CJS approach to criminal justice reform and National Offender Management Service (NOMS) will provide end-to-end management of offenders and clear accountability for reducing reoffending.

Improving the experience of victims and witnesses

Figures for 2004–05 will be published in July 2005, however:

- The baseline BCS data from 2003–04 is that 59 per cent of victims are satisfied with the CJS and 57 per cent of witnesses are satisfied with the police.

Our strategy for improving the experience of victims and witnesses was introduced in July 2003 and is based on:

- Improving our support to all victims, through a new code of practice that sets out minimum standards of care monitored by a Victims Commissioner.

Improving CJS partnership

The Government's vision for the CJS in 2008 was set out in the CJS Strategic Plan: Cutting Crime, Delivering Justice.

- *The public will have confidence that the CJS is effective and that it serves all communities fairly.*
- *Victims and witnesses will receive a consistently high standard of service from all criminal justice agencies.*
- *We will bring more offences to justice through a more modern and efficient justice process.*
- *Rigorous enforcement will revolutionise compliance with sentences and orders of the court.*
- *The CJS will be a joined-up, modern and well-run service and an excellent place to work for people from all backgrounds.*

Delivery will be led by the OCJR.

Criminal injuries compensation and criminal case review

During 2004–05, we gave funds of £195 million to the Criminal Injuries Compensation Authority (CICA) and the complementary Appeals Panel. Approximately 66,000 claims were resolved, with around 34,450 ending in a financial award. We also made a provision for outstanding cases that were lodged before the introduction of the current tariff scheme.

We allocated £8.4 million to the Criminal Cases Review Commission to carry out independent investigations into possible miscarriages of justice. And a further £7.8 million was allocated to compensate victims of miscarriages of justice.

- Supporting witnesses giving evidence at court, through the roll-out of Witness Care Units, segregated court facilities, better use of technology and by tackling witness intimidation.
- Empowering victims through fuller information on case outcomes and restorative justice.
- Expanding community services for victims through the Victims Fund.

Action during 2004–05 included:

- Passing the Domestic Violence, Crime and Victims Act 2004, which includes a statutory code of practice. This will ensure that all victims receive the support, protection, information and advice they need. The code of practice sets out 53 obligations for criminal justice agencies, including a requirement that:
 - Police notify victims when a suspect is arrested or charged.
 - Victims be given the opportunity to make a victim personal statement.

- Publishing, in October 2004, a victim and witness delivery plan, which sets out LCJB priorities for improving services for victims and witnesses. A series of toolkits, the first of which was published in November, will help LCJBs and local agencies implement these priorities, which link closely to the Victims, Code of Practice.
- Starting roll-out of the No Witness, No Justice project. New Witness Care Units will bring together police and CPS administration staff to provide a single point of contact for victims and witnesses:
 - Keeping them informed of developments in their case and progress towards any trial.
 - Assessing their needs and arranging tailored support to help attendance at court.
 - Every LCJB area will have at least one Witness Care Unit by March 2005, and roll-out will be completed by December 2005.
- Starting work on creating a Central Witness Bureau, which will be launched in 2006. This will improve the co-ordination of witness protection for those witnesses facing particularly high levels of risk.
- An additional £4 million recovered from the proceeds of crime has been placed in the new Victims' Fund to develop services for victims of sexual violence and abuse.

In the past year, the Home Office spent over £200 million directly on improving victims and witnesses satisfaction. This included £30 million grant-in-aid to Victim Support. Figures for the total spend across government are not available.

Bringing more offences to justice

Figures for 2004–05 will be published in July 2005.

- Provisional figures for the year to December 2004 show that 1,131,000 offences were brought to justice, up 128,000 (12.9 per cent) on the baseline year. 36 of the 42 criminal justice areas have improved their performance over the

Restorative justice

Brian, aged 15, committed six offences – including attempted burglary and criminal damage to five cars – in his local street. He was sentenced to a Referral Order – a community penalty given by the youth court that is based around a contract drawn up by a panel consisting of a YOT officer and two volunteers from the community. Brian attended the panel, along with one victim and a YOT victim liaison worker, whose role was to put forward the views of all other victims who had been interviewed.

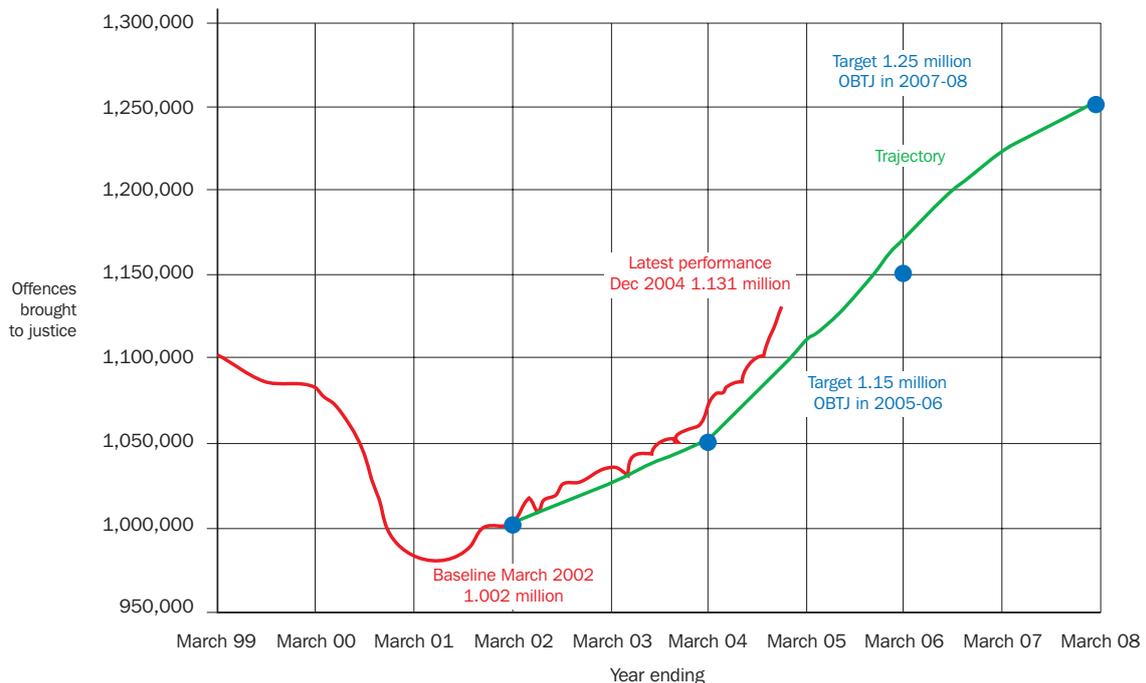
Brian was very apologetic at the panel meeting, showing genuine remorse for his actions. As part of his contract, he agreed to write a letter of apology, explaining that he would not reoffend. He was required to attend offence focus sessions, a victim awareness programme and bereavement counselling. Brian also volunteered to see the YOT careers officer and enrolled on a training programme. Within two weeks of beginning the programme, Brian earned himself an apprenticeship with a local employer.

He has not reoffended.

baseline year (2001–02). There are six areas where performance is below baseline. There has been a greater increase in the 18 areas defined as ‘worse performing’.

Our strategy for bringing more offences to justice is based on:

- Driving up the number of detections through increased efficiency and sharing of best-practice knowledge, rebalancing tasks between police officers, Community Support Officers and civilians and by using improved technology.
- Closer CPS and police co-operation, so that offenders are correctly charged.
- Reducing the number of trials that do not go ahead on the day, through the roll-out of the Effective Trial Management Programme.
- Maximising witness participation.



- Tailoring the criminal justice process to fit the crime. We will ensure that appropriate use is made of Fixed Penalty Notices and conditional cautioning. Our focus on prolific offenders will include a new blitz by police, probation and YOTs on identified offenders in a local area.

Action during 2004–05 included:

- Establishing a delivery plan for significantly increasing sanction detection rates, supported by stronger performance management guidance in all police forces.
- Extending the initiative in which experienced prosecutors give advice and guidance to the police, with the aim of increasing the number of cases in which the first charge made is the right charge. Between May and November, we implemented a statutory charging scheme in the 14 CJS areas most susceptible to crime. The scheme will extend to remaining areas from spring 2005. At the end of the 2004–05 period, shadow and statutory charging arrangements were in place at 358 out of 371 police custody units (the majority providing face-to-face advice).
- Rolling out the Effective Trial Management Programme, which has reduced the number of ineffective trials by: improving case preparation; improving the way in which cases progress from point of charge through to trial; and concluding cases earlier.
- Increasing witness attendance at court by 19 per cent (from 69 per cent to 82 per cent) with the pilots of our No Witness, No Justice programme. The number of trials that were ineffective due to witness issues decreased by 27 per cent.
- Introducing the conditional caution, which allows some cases to be diverted from the court process by requiring the offender to complete rehabilitative and/or reparative conditions. If the offender does not complete the conditions, they are liable to be prosecuted for the original offence.

Improving IT and performance

Delivering our vision for the CJS requires its agencies to change the way they work – including with each other. Their success will depend on improved IT systems and collaborative working, including through LCJBs.

IT

- *Usage of secure e-mail is being increased across all 42 local areas.*
- *A joined-up IT infrastructure is in place across the CPS, magistrates' courts, prison and probation services, and is well advanced in the Crown Court.*
- *Integrated case-management systems for each CJS agency are being implemented.*
- *These individual case-management systems will be joined via the CJS Exchange. The first release of CJS Exchange, currently in the initial operation stage, allows for the sharing of case file information between the police and the CPS.*

LCJBs

- *LCJBs are now more effective, as local agencies are getting used to working in closer collaboration. Most of the targets set for them by the National Criminal Justice Board and contributing to national PSAs have been reached.*
- *Of the 42 LCJBs, 36 have increased the number of offences brought to justice.*
- *Improved performance management through new Performance Action Teams. Seventy per cent of criminal justice staff said they believed the CJS is getting better at working together as a joined-up system.*

- Extending the Fixed Penalty Notice scheme: 10 offences – including theft and criminal damage – were added to the scheme in September. Penalty Notices for Disorder (PNDs) came into effect for theft and criminal damage in November.

The Home Office spent £3.6 million directly on bringing more offences to justice in 2004–05. Total spend across government cannot be identified.

Enforcing the orders of the courts

Figures for 2004–05 will be published in July 2005, however:

- In the three months to March 2005 the proportion of ineffective trials in Crown courts fell to 14.4 per cent, compared with a baseline of 24 per cent in the quarter to March 2003; the proportion in magistrates, courts fell to 22.7 per cent from 31 per cent.
- During 2004–05, the rate of escapes was 0.064 per cent of the prison population, well within the target of 0.17 per cent (see chart overleaf). There were no category A escapes.

Enforcing the orders of the courts involves both ensuring that the judicial process is managed effectively and making sure that orders and sentences made by magistrates and judges are carried out. Our strategy is based on:

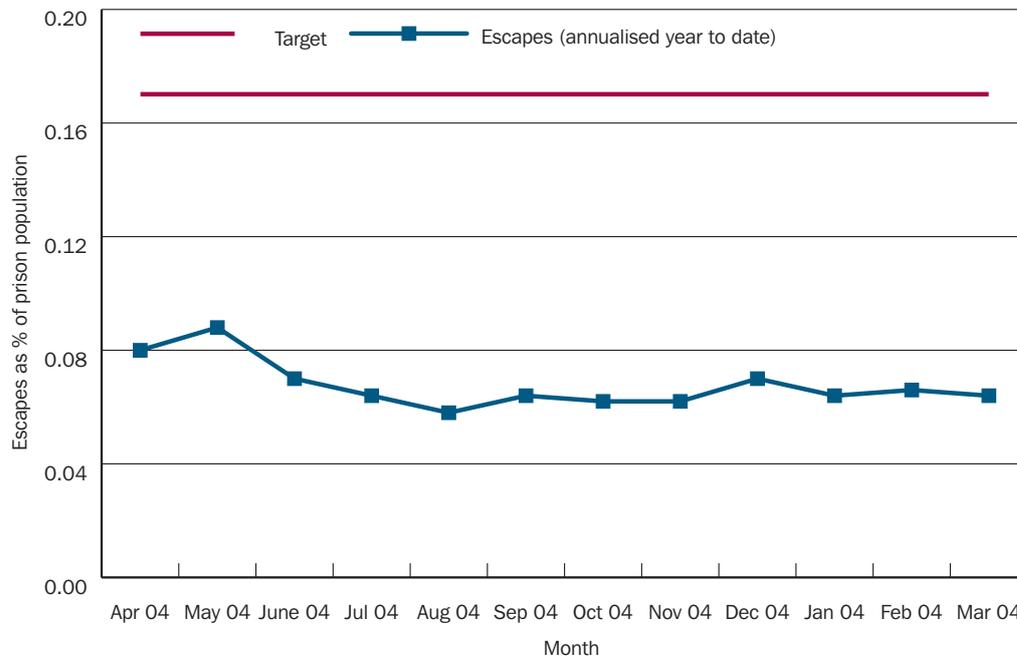
- Ensuring that defendants attend court.
- Rebuilding the credibility of fines: with enhanced enforcement powers and better management.
- Maintaining the very low level of prison escapes, including none by the most dangerous category A prisoners.
- Continuing to take action to make sure that community penalties are rigorously enforced.
- Providing the custodial places for the sentences the courts hand down. Prison remains the most

appropriate punishment for serious, dangerous and seriously persistent offenders.

Action during 2004–05 included:

- Delivering Operation Turn-up, which targets people who fail to appear at court. Police officers use information on where a defendant might be found to apprehend and escort them straight to court to face justice. Turn-up will pave the way for longer-term process improvements, including a performance management system for ‘failure to attend’ warrants.
- Introducing proposals to reinvigorate the use of fines, including linking their level more closely to an offender’s ability to pay.
- Continuing to emphasise appropriate and effective prison security. Our delivery plan is based around:
 - Tough security audits (at the end of January, 92 per cent of prison establishments had achieved their targets for searching).
 - Steps to tighten physical security (by upgrading gatehouse security and perimeters where particular risks have been identified).
 - Action to reduce escapes from escorts or at court (for instance, by revising the court design guide and the publication of a new *Courts Standards and Design Guide*).
- Increasing the enforcement of community penalties, where offenders have not complied, from 84 per cent in April 2004 to 90 per cent in the last three months of the year.
- Creating around 1,800 new prison places, increasing usable capacity to around 77,000 places, and opening a new prison (HM Prison Peterborough) at the end of March to increase capacity further in 2005–06. In September 2004 we also announced the launch of a programme to provide 1,300 new places.

Performance against PSA target 2004–05 – Escapes as % of prison population



Estimates suggest that, including the work of the YJB, enforcing the orders of the courts accounts for around three-quarters of the total NOMS budget. Wider spend cannot be identified.

Rehabilitating offenders and reducing reoffending

Juvenile figures for the first quarter of 2004 will be published by early 2006. Adult figures for the first quarter of 2002 will be published by July 2005; however:

- The overall actual re-conviction rate within one year for juveniles dealt with in the first quarter of 2003 (published in February 2005) was 36.9 per cent, 0.9 percentage points less than the predicted rate (i.e. allowing for offender characteristics) of 37.8 per cent. This is a percentage reduction of 2.4 per cent relative to the 2000 baseline.
- The overall actual re-conviction rate within two years for adults sentenced to a community penalty or released from custody in the first quarter of 2001 was 53.7 per cent, one percentage point less than the predicted rate of 54.7 per cent. This is a percentage reduction of 1.8 per cent relative to the 2000 baseline.

Our strategy for rehabilitating offenders and reducing reoffending is based on:

- Rolling out the sentencing reforms contained within the Criminal Justice Act 2003, which creates a new sentencing framework crucial to reducing crime and reoffending.
- Establishing NOMS, with its emphasis on integrated offender management to reduce reoffending and increase effectiveness.
- Tackling young offenders. We will do this by addressing risk factors (see Strategic Objective I), making greater use of supervised community programmes (such as developing the Intensive Supervision and Surveillance Programme) and piloting arrest referral and drug testing for under-18s within the wider roll-out of the Drug Interventions Programme (see Strategic Objective III).
- Working with the courts and providing capacity for them to double the use of electronic tagging by 2007–08, and piloting the use of satellite tracking.

- Establishing integrated offender management. A single offender manager will be accountable for managing an entire sentence, whether it is served in custody, the community or both.
- Continuing to reduce reoffending through interventions, for example DTTOs (now known as Drug Rehabilitation Requirements), and by developing closer partnerships with other government agencies.
- Developing commissioning and contestability. This will enable us to match provision to offender needs and allows a range of alternative providers to compete for work to ensure the best quality and value for money in managing offenders and encouraging innovation.
- Recruiting the National Offender Manager (NOM), with accountability for reducing reoffending, and 10 Regional Offender Managers (ROMs). The NOM and the ROMs will plan and define the services to be commissioned for offenders and monitor compliance with Service Level Agreements (SLAs) and contracts.
- Making further progress in establishing a discrete secure estate for juveniles, with the opening of the first of five new units to accommodate 17-year-old girls separately from adult offenders.
- Delivering over 39,700 new starts on electronic-monitoring programmes between April and December – an increase of 18.7 per cent over the same period in 2003.

Action during 2004–05 included:

- Working with the Sentencing Guidelines Council to ensure that its guidelines (published in December) for the new sentences in the Criminal Justice Act 2003 maximise potential for protecting the public and reducing reoffending.
- Taking further steps to protect children from the abuse of the internet by paedophiles. The Sexual Offences Act 2003 came into force on 1 May 2004, making ‘grooming’ a child for abuse an offence punishable by up to 10 years in jail. We also increased the maximum prison sentences for possession and distribution of child pornography (for possession from six months to five years and for production and distribution from three to ten years). We continued to run the public awareness campaign (costing almost £3.5million) to help ensure that young users can surf the internet in safety, and provided guidance for young people, on www.thinkuknow.co.uk, which also contains a link for parents and carers.

The National Offender Management Service

NOMS was established as part of the Government’s response to the review of correctional services in England and Wales, led by Lord Patrick Carter.

An integral part of the Home Office, NOMS has responsibility for the prison and probation services. The Chief Executive of NOMS also has oversight on behalf of ministers of the YJB.

NOMS will:

- *Implement the orders of the courts and supervise offenders and those remanded in custody in such a way as to protect the public.*
- *Provide a range of effective interventions and services that are designed to reduce reoffending.*
- *Give offenders the opportunity to lead law-abiding, productive and healthy lives.*
- *Work in a way that treats offenders fairly and with decency.*

Turning my life around

Stewart reports on his time at an approved hostel in Warwickshire.

'I've got 67 convictions for hundreds of crimes. I've spent the past ten years in prison so my 11-year-old daughter doesn't really know me. My mum's as ashamed by it all as she could be. I'm 27, and now I have come off drugs I can see what I have done. I feel terrible. I am so sorry.

'At 17, I was smoking crack and taking heroin. I went to prison for burglary when I was 17, too. That's when my daughter's mum finished with me.

'I was in and out of prison from then on. I came out of prison in August last year. I stayed off drugs for 11 weeks. By Christmas I was back on drugs, my girlfriend had finished with me and I had robbed a man in the street for £40. It's not a lot to do six years for – that's how desperate I had become.

'But, instead of going to prison, I was recommended for a DTTO. I have to live at this probation hostel in Leamington and go to a group twice a week where we discuss the pros and cons about taking drugs and committing crime. There's a curfew here. You have to be in by 11pm. Three times a week I get tested for drugs. I see the mental health services regularly for help, too. I have also started a course called OSAP – offenders' substance abuse programme – and this is going well.

'The staff at the hostel really help me. If I have a problem I can go and talk to them.

'I'm hoping to start a college course at some point. My girlfriend and I are getting married next month.

'The one thing that will make me make a success of this DTTO is that I want to change for myself. I want to break the cycle of going in and out of prison.'

- Developing and publishing the first version of the NOMS offender management model, and establishing pathfinders in the North West and South West regions.
- 8,362 adult prisoners and 15,595 adult offenders under probation supervision (both provisional figures) completing an independently accredited Offending Behaviour Programme, which was designed to help them face up to their crimes and change their ways.
- Increasing the number of offenders starting a DTTO in the community to over 10,000, and the number undergoing drug rehabilitation in prison to 4,902 (both provisional figures).
- By the end of December, over 41,146 (provisional figure) people leaving prison had entered employment, education or training through the Prison Service's Custody to Work initiative – an increase of 36 per cent on last year's figures.
- Completing performance tests, resulting in the award of SLAs to HM Prison Wandsworth and HM Prison Hindley.

Estimates suggest that, including the work of the YJB, rehabilitating and reducing reoffending accounts for around a quarter of the total NOMS budget.

Future delivery

Key **actions** during 2005–06 include:

- Implementing the Victims' Code of Practice monitored by a Victims Commissioner who will also champion the interests of victims and witnesses.
- Increasing the national sanction detection rate to bring more offences to justice. Individual LCJB targets are being agreed to aggregate to the national requirement.

Value for money in NOMS

The Prison Service has made gains of £75 million (of which £29 million was cashable). Key improvements included:

- *Better procurement (including reduction of locally-held stock and collaboration on contracts to take advantage of economies of scale).*
- *Increased savings through locally-led initiatives in prison establishments.*
- *Savings from the Prison Service HQ Review.*
- *Reconfiguration of the high-security estate.*
- *Better allocation of prisoners, freeing up to 300 prison places.*

The National Probation Service has made gains of £24 million (of which £6.2 million was cashable) through both national and local initiatives. Examples include:

- *The National Estates Strategy projects and disposal of surplus property.*
- *Improved procurement, including through consolidating procurement of some goods and services across the 42 local boards.*
- *Decreasing levels of sickness absence.*
- *Increasing productivity in case management.*
- *Reducing expenditure on administration.*

The YJB secured further value for money gains.

The creation of NOMS will bring opportunities for further gains, such as increased contestability in the provision of custody and sentences.

- Substantial progress with CJS agency case-management systems, including roll-out of XHIBIT and Libra systems in the courts, and continued roll-out of case preparation and custody systems in police forces. Further, there will be the first national deployment of CJS Exchange, enabling full case file exchange between the police and CPS, and the first CJS Exchange live connections between the police and magistrates' courts.
- LCJBs achieving their five key performance targets for 2005–06, as published covering the key strand of the CJS vision: bringing more offences to justice; improving confidence in the CJS; improving the satisfaction of victims and witnesses; maintaining the average time for dealing with persistent young offenders from arrest to sentence; and enforcement of warrants, fine payment, community penalties and asset recovery.
- Implementing most of the sentencing provisions of the Criminal Justice Act 2003.
- The Regional Offender Managers and the Director of Probation overseeing the split of offender management from interventions within Probation Boards and signing off action plans for the implementation of an offender management model.
- Launching the first prisons' contestability programme under NOMS and pathfinder contests of community provision in one or two regions.
- Achieving full connectivity between the probation and prison OASys IT systems.
- Implementing the new contracts for electronic monitoring, starting April 2005.
- Achieving targets for NOMS key performance indicators for 2005–06, as published (for example, 50,000 successful completions of Enhanced Community Punishment/Unpaid Work Requirements and 4,000 completions of DTTOs/Drug Rehabilitation Requirements).
- Maintaining progress with the Criminal Case Management Programme, in particular by completing implementation of the Effective Trial Management Programme and of Witness Care Units by March 2006.

Strategic Objective III: Fewer people’s lives are ruined by drugs and alcohol

Spending £m	1999–2000 Outturn	2000–01 Outturn	2001–02 Outturn	2002–03 Outturn	2003–04 Outturn	2004–05 Outturn*	2005–06 Plans	2006–07 Plans	2007–08 Plans
Resource	0	0	1.8	80.6	96.4	222.0	196.0	203.3	209.4
Capital	0	0	0	0	0	4.2	3.3	3.3	3.3

* Estimated February. Includes in-year transfers of around £24 million (net).

Overview and strategy

Substance abuse is a major social challenge, damaging the health of users, families and communities.

Our vision is to work with families and communities to secure a sustained reduction in the harm caused by illegal drugs and alcohol abuse. This means safer communities with fewer crimes, fewer lives destroyed by drug misuse or damaged by alcohol-related violence. It means more young people, especially those most vulnerable, will achieve their full potential free from drugs. It makes sure that effective drug and alcohol treatment is available promptly to everyone who needs it.

Facts and figures

- It is estimated that the economic and social costs of drug misuse amount to between £10 billion and £18 billion a year, 99 per cent of which is accounted for by the problematic drug users on whom the Drug Strategy is focused.
- The 2004 BCS reported that 1.2 million violent crimes were alcohol related. Alcohol misuse costs around £20 billion a year in terms of crime and disorder, injuries and illness and lost productivity in the workplace.

Both the Drug Strategy and Alcohol Harm Reduction Strategy take an end-to-end approach. The 10-year Drug Strategy introduced in 1998, and updated in 2002,¹ concentrates on the most dangerous drugs, the most damaged communities and individuals whose addiction and chaotic lifestyles are most harmful. Prevention among young people reduces future demand on treatment services, treatment reduces drug-related crime in communities and reduced supply makes drugs less accessible.

Similarly, our Alcohol Harm Reduction Strategy² and the tough measures contained in the Licensing Act 2003 focus on tackling excessive drinking and alcohol-related crime. They combine: education to reduce problem drinking in the future; steps to tackle drink-related crime, including effective referral into treatment services; and collaboration with the drinks industry to promote sensible behaviour.



¹ *Updated Drugs Strategy*, Home Office 2002. This primarily covers England. There are respective strategies for Wales, Scotland and Northern Ireland

² *Alcohol Harm Reduction Strategy for England*, Strategy Unit 2004

Partnership at international, national and local level is central to delivery.

- Our European and other international partners, together with HM Revenue and Customs, tackling drug supply at source and en-route to Britain.
- DfES helps our children to resist drug abuse, and in adult life to enjoy alcohol sensibly.
- DH and the National Treatment Agency provide high-quality drug treatment and improve the identification and referral of those with alcohol problems.
- Local CJS agencies and partnerships – such as the police, prison and probation services, CDRPs, DATs and YOTs – enforce prohibitions, tackle drug- and alcohol-related crime and direct drug-misusing offenders into effective treatment, and local authorities regulate licensed premises.
- The drinks industry makes clear the dangers of excessive drinking and avoids irresponsible promotions.
- Local communities and individuals take a stand against crime and disorder and make informed and responsible decisions.

Delivery in 2004–05: Drugs

We have continued to make good progress in delivering the Drug Strategy. Measures contained within the Drugs Act will support and strengthen that delivery.

Preventing young people from becoming tomorrow's drug misusers

Figures on Class A and frequent drug use for 2004–05 and measures of drug use among vulnerable young people will be published in 2006. However:

- Class A drug use among young people was 8.3 per cent in 2003–04 compared with a baseline of 8.6 per cent in 1998. Frequent use of all drugs by young people was 12 per cent compared with a baseline of 11.3 per cent in 2002–03.
- Information from the Schools Survey shows that 13.1 per cent of vulnerable young children used Class A drugs during 2002, compared with a baseline of 13.3 per cent. The 2001 baseline for frequent use among vulnerable groups was 22.1 per cent.

Universal education programmes help young people to resist drugs. Targeted support activity with the most vulnerable can help prevent the escalation of drug-related problems. So our strategy is based on providing high-quality education to all children, making reliable information accessible to young people, their families and carers and offering constructive alternatives to drug misuse. In doing so, we work closely with mainstream service providers, such as Connexions.

Action during 2004–05 included:

- The DFES issuing guidance to schools to further improve the quality of drug education, including to the most vulnerable, and to ensure greater consistency in the way drug-related incidents are handled.
- Delivering the *Blueprint* research programme in 23 schools. This will provide evidence on how we can best educate young people about the effects and risks of drug use. The programme has involved over 5,000 young people, and more than 200 teachers have been trained to deliver 2,400 intensive drug-education lessons. Their work is supported by parents, the wider community, health workers and local media. A final report is due to be published in 2007.

The Jolly Healthy Club

The Jolly Healthy Club has been running in Islington for four years now. There are two programmes, one for 5–7-year-olds and the other for 8–11-year-olds. Each programme runs for 12 weeks and covers a range of health-related issues, using a life-skills approach.

Children explore issues such as personal development, communication skills, relationships, friendships, healthy eating, making choices, alcohol and drugs. The aim is to make learning fun and the Jolly Healthy Club uses creative play methods, including role play and drama, puppetry, photography, video, story telling, model making, art and drawing. The 8–11 programme also involves the use of computer and digital technologies to create a dynamic learning environment.

Over 600 children have participated in the Jolly Healthy Club. Evaluation has highlighted its value as a model of drug-prevention education.

- Providing drug-related assessment, referral, treatment and other support to vulnerable young people in all areas. Agencies are making good progress in building services, particularly in the Youth Justice System – intervening systematically with young offenders at risk of substance misuse. However, there are still significant gaps in service provision, and we have developed a delivery plan to address these. The plan will also ensure that substance misuse is a priority for mainstream agencies under the re-organisation of children’s services.
- Providing the vulnerable young with worthwhile sporting alternatives to drug use through the Positive Futures programme. Since its launch in March 2000, the programme has reached almost 70 thousand young people in the most socially deprived neighbourhoods.

- The FRANK campaign, launched in May 2003, has continued to make a real difference to people’s lives. By the end of last December, there had been over 4 million hits on the website and more than 750,000 calls to the helpline.
- Introducing DTTOs as part of juvenile community sentences in five pilot areas; piloting child- and youth-focused models of arrest referral (for young offenders aged between 10 and 17) in 22 police custody suites; and piloting drug testing after charge for young people in the same five pilot areas.

Direct annual expenditure across government on tackling drug abuse among young people cannot be separately identified. Spending within the Home Office came to some £23 million.

Reducing drugs supply

Figures for 2004–05 will be available in the summer of 2005; However, in 2003–04:

- Over 100 tonnes of Class A drugs was interdicted and £25.6 million of criminal assets seized.
- 184 organised drug-trafficking groups were disrupted.



The reduction of drugs supply is led by HM Revenue and Customs, which works closely with the Foreign and Commonwealth Office, the Home Office and other agencies that form the CIDA group. Action takes place along the whole supply chain. Our focus is on increasing action against the largest drug suppliers, making the UK a more hostile environment for organised drug traffickers. We work to disable more 'wholesale' drug dealers with better coordinated responses from law-enforcement agencies, in order to make a real difference in our communities.

Action during 2004–05 included:

- Targeting gangs that traffic cocaine from Latin America and the Caribbean, and helping those countries improve their own enforcement capacity. We also committed more than £70 million to the Afghan drug-control strategy, in addition to development funds and support to help people create alternative livelihoods other than the cultivation of opium poppies.
- Increasing the capacity of police forces to deal with regional drug dealers. Capacity has been strengthened across police-force boundaries in South Wales, London, Merseyside, the Midlands, the North East and Bristol.
- Launching Operation Crackdown in January 2005. The initiative was a three-month campaign that focused on closing illegal drug dens, disrupting local drug markets, seizing illegal firearms and bringing dealers to justice. The latest figures show that, in the first eight weeks of the campaign, the police took more than 70kg of cocaine off of the streets, arrested nearly 2,000 Class A drug suppliers, closed 75 crack houses and seized £1.7 million.
- Improving the coordination of enforcement agencies' work. For example, a new joint unit involving the Metropolitan Police, HM Revenue and Customs, the NCIS and the City of London Police has achieved excellent results. In its first two months, it stopped an estimated 200,000 thousand Class A drug deals and charged 25 people with trafficking offences.

Direct annual expenditure across government on tackling drug supply cannot be separately identified.

Reducing drug-related crime

We are using numbers entering treatment via the Drug Interventions Programme as a proxy measure for success in engaging drug-misusing offenders. There was a threefold increase in numbers entering treatment through the Programme between April 2004 and March 2005, with over 16,000 people engaged during the period. The Arrestee Survey, which involves interviewing arrestees in custody about their drug use and offending, will provide a more accurate indicator of the level of drug-related crime. A baseline measure is currently under development.

There are clear links between drug misuse and offending, particularly in committing property crime. Effective drug treatment and support are key to breaking these links. Recorded acquisitive crime, of which drug related crime is the most significant, fell by 13 per cent in the year to April 2005.

Our strategy centres on providing opportunities and tough incentives for drug-misusing offenders to enter treatment at every stage of the CJS, in particular through the Drug Interventions Programme. But the Programme also plays a key role in our strategies for tackling prolific and priority offenders (see Strategic Objective I), many of whom are also problematic drug users – especially those living in high-crime areas.

Action during 2004–05 included:

- Getting 16,000 offenders into treatment through the Programme.
- Making more than 10,000 DTTOs. In April 2004, we introduced a DTTO completion target of 34 per cent. Performance against this target was 36 per cent.

The Drug Interventions Programme

In Lambeth 95 per cent of street sex workers are crack cocaine users.

The Street Sex Workers Court Diversion Scheme seeks to divert drug-misusing street sex workers into treatment using a deferred sentencing scheme. All women charged with prostitution in Lambeth – including a significant number who are drug tested at a police inspector's discretion – are now bailed to appear at court on the subsequent Wednesday, when a specialist drug worker is available to assess clients, needs. If a guilty verdict is reached, sentencing is deferred pending the client attendance at a specialist service (Di Martin Trust). There is also an outreach and drop-in element to the service where multiple needs (not just drug use) are dealt with.

This service is being evaluated, but interim results indicate positive outcomes in terms of drug use, stabilisation health and housing etc.

- Rolling out the intensive elements of the Programme:
 - Drug testing for people charged with trigger offences.
 - Intensive case management of offenders into treatment.
- Extending 'restriction on bail' provisions to a further 11 areas from January and preparing for extension to a further 31 from April. This provides a new opportunity to engage drug-misusing defendants in treatment, by restricting access to court bail if they refuse a drug assessment and any proposed follow-up treatment.
- Introducing throughcare and aftercare nationally. These are, respectively, the end-to-end management of care for problem addicts and a package of care to support drug-misusing offenders reaching the end of a custodial or community sentence or leaving treatment.

Direct annual expenditure across government on reducing drug-related crime cannot be separately identified. Spending within the Home Office totalled £199 million.

Drug treatment

- Numbers entering drug treatment are increasing. Total numbers in treatment in 2003–04 were 154,000; an increase of 54 per cent from the 1998 baseline of 100,000.

DH leads work to meet this target. We know that treatment works and can break the cycle of drug misuse and crime. We also know that outcomes vary considerably, so it is important that we raise the standards and secure consistency of service provision. Our strategy is based on making sure that more problem drug users enter treatment and that drug-treatment programmes are more effective.



Action during 2004–05 included:

- Reducing average treatment waiting times by 71 per cent (to just over two and a half weeks) since 2001. Figures for December 2004 show that, while the maximum waiting time for certain types of treatment may, in some areas, exceed three weeks, average waiting times for all forms of treatment are now between two and three and a half weeks, and in those areas with the greatest need they are between one and three weeks.
- Reducing the number of drug-related deaths. The latest figures from the Office of National Statistics report 1,388 deaths in 2003. This is the lowest number of drug-related deaths since 1998.
- Increasing the number of individuals successfully completing treatment to 72 per cent, compared with 57 per cent in 2002–03.
- Recruiting more drug workers. The figure of 10,025 in March 2005 is an increase of around 40 per cent since March 2002.

Direct annual expenditure across government on drug treatment cannot be separately identified.

Delivery in 2004–05: Alcohol

We have started the implementation of the Alcohol Harm Reduction Strategy, consulting on *Drinking Responsibly: The Government's Proposals*. Possible measures include: recovering costs from pubs and bars that cause the most disorder; introducing tougher sanctions to encourage individual responsibility for ending binge-drinking culture; and reinforcing the code of practice being developed by the alcohol industry.

Manchester City Centre Safe

The considerable recent growth in the night-time economy has been linked with serious assaults more than trebling as well as several other crime types (e.g. robbery and sexual assault) rising.

The response has centred on determined enforcement around most problematic licensed premises, combined with wider industry engagement covering:

- *A public reward scheme for accredited good management.*
- *A response based on real-time intelligence sharing.*
- *A local marketing and publicity campaign.*

The results have been a 49 per cent reduction in serious assaults since 2000–01.

Working with the drinks industry

We work with the drinks industry to ensure socially responsible marketing and, in particular, to avoid irresponsible drinks promotions to tackle under-age drinking and alcohol-related crime and disorder.

Action during 2004–05 included:

- Developing a draft code of practice by the industry and industry participation in the alcohol misuse enforcement campaigns.

Reducing alcohol-related law and disorder

Our strategy for preventing drink-related crime and anti-social behaviour involves working with licensees, the police and trading standards to ensure better enforcement of existing rules, including on under-age drinking.

Action during 2004–05 included:

- Winter and summer alcohol misuse enforcement campaigns reaching all 43 police force areas in England and Wales and resulting in over 11,000 arrests and 12,000 confiscations of alcohol.
- Introducing new Fixed Penalty Notices, including for selling alcohol to under-18s and drinking alcohol by under-18s. An order has been laid in Parliament to introduce Fixed Penalty Notices for attempting to buy alcohol when under age and for selling alcohol to a person who is drunk.

Improving treatment and support for people with alcohol problems

Our strategy focuses on providing better help for the most vulnerable – such as drug addicts, the mentally ill, the homeless and young people.

Action during 2004–05 included:

- DH completing an audit of alcohol treatment and producing, for consultation, models of care for treatment of alcohol misuse.

Improving alcohol education and information

Our work in this area includes making the ‘sensible drinking’ message easier to understand, targeting information campaigns at those most at risk and highlighting information for consumers.

Action during 2004–05 included:

- The helpline ‘Drinkline’ being extended to a 24/7 service.
- The production of first communication campaign materials and a redesigned website for sign off and launch in the summer.

Direct annual expenditure across government on tackling alcohol abuse during 2004–05 cannot be identified.

Future delivery

Key **actions** during 2005–06 include:

- Implementing the cross-departmental delivery plan to tackle drug abuse among young people. In particular we will concentrate on the 30 high-focus areas where we want to make an early and sustained impact on young people’s drug use.
- Expanding the Drug Interventions Programme to a further 33 areas and applying the measures contained in the Drugs Act to strengthen the Programme where it operates intensively.
- Reducing drop-out rates between initial contact and subsequent assessment and referral into treatment.
- Working with alcohol retailers and producers to agree and implement minimum standards for socially responsible promotion and retailing of alcohol products underpinned by an agreed system of accreditation.

Strategic Objective IV: Migration is managed to benefit the UK, while preventing abuse of the immigration laws and of the asylum system

Spending £m	1999–00 Outturn	2000–01 Outturn	2001–02 Outturn	2002–03 Outturn	2003–04 Outturn	2004–05 Outturn*	2005–06 Plans	2006–07 Plans	2007–08 Plans
Resource	794.7	1,336.4	1,625.4	1,851.1	1,875.1	1,671.7	1,518.0	1,484.5	1,458.8
Capital	23.4	83.7	149.1	28.9	122.6	126.3	171.9	138.1	116.0

* Estimated outturn, excluding biovisas.

Overview and strategy

Migration is one of the major issues of our times. It is driven by globalisation, the opening up of labour markets and increased ease of travel on the one hand, and by war, political unrest and economic disparity on the other. Migration presents both huge benefits and challenges to the UK.

Our vision is of an immigration system that enjoys strong public confidence, based on allowing migration where it is in the UK's interest and preventing it where it is not. Economic migration will be encouraged within strict criteria and where there is clear economic benefit. But the rules will be rigorously enforced to prevent those who seek to abuse the system from coming or remaining here.

Facts and figures

- Our public services depend on staff from overseas. For example, in 2003 around a third of all work permits were issued to health-sector workers.
- During 2004, visits by overseas residents to the UK rose by 11 per cent to 27.5 million.
- International students collectively spend £2.7 billion a year on goods and services and £2.3 billion on tuition fees.

Like all signatories of the 1951 Geneva Convention, the UK will continue to protect those genuinely fleeing death and persecution.

Our five-year strategy for asylum and immigration, *Controlling our borders: Making migration work for Britain*,³ sets out the next stage of our comprehensive reform of the system, building on progress to date:

- **Strengthening our immigration controls** to make it harder for people to both enter and stay in the UK illegally.
- **Managing migration for the benefit of the UK** through continuing to encourage and facilitate legal migration routes while remaining firm against abuse.
- **Further reform of the asylum system**, dealing effectively with unfounded asylum claims while welcoming genuine refugees.
- **Further action on removal** to remove swiftly those who have no right to be here.



³ Published February 2005

- **Enhanced integration and citizenship**, building a system that leads to swifter integration through settlement and citizenship of those who have a long-term contribution to make.

National and local partnership is central to delivery:

- DCA is responsible for the administration of asylum and immigration appeals and legal aid (through sponsorship of the Legal Services Commission).
- UKvisas, a joint Home Office and Foreign and Commonwealth Office Unit, is responsible for administering immigration control overseas by issuing entry-clearance documents.
- The Foreign and Commonwealth Office works with us to tackle the international pressures on our controls and to open routes for the return of those with no right to remain in the UK.
- DfES implements the register of colleges and the Skills Advisory Body.
- HM Revenue and Customs and the police work with us on border controls, the prevention and detection of organised crime and the enforcement of immigration laws.
- The United Kingdom Passport Service issues passports to British nationals living in the UK.

Delivery in 2004–05

We have continued to reduce asylum intake and have maintained swift processing of applications. We undertook significantly more operations against illegal working in 2004, compared to the previous year, and have taken steps to further tackle the abuse of legal migration routes. Publication of our five-year strategy sets out how we will continue to build on this progress in future.

Strengthening our immigration controls

We have continued to strengthen immigration controls at four stages:

- Before people travel to the UK through robust visa issuing.
- At the border, preventing people who try to enter clandestinely or on false documents.
- Inside the UK, through strengthened enforcement activity such as tackling illegal working and organised crime.

Action during 2004–05 included:

- Introducing, in September, a requirement for photographs in all UK visas to prevent identity fraud.
- Taking the fingerprints of visa applicants in Sri Lanka and seven East African countries, to deter applications made under false identities.
- Continuing the development of juxtaposed controls in Brussels and Calais. Over 800 UK Immigration Officers are now deployed in France and Belgium, checking the documentation of UK-bound passengers before they travel.
- Continuing the roll-out of detection technology – such as heartbeat and carbon-dioxide monitors. The new technology will be used for freight searching at high- and medium-risk ports in France and other continental ports serving the UK.
- Disrupting illegal working through increased enforcement activity and toughening measures against employers of illegal workers.
- Continuing to disrupt organised immigration crime, such as people smuggling, through Project Reflex – a multi-agency task force. In September, the National Crime Squad dismantled an international immigration network that had smuggled an estimated 75 people from the Balkans and former Soviet Union into Britain using forged or stolen documents.

In-country control: tackling illegal working

The availability of illegal employment is a factor attracting illegal migrants to the UK. It leaves vulnerable individuals open to exploitation by unscrupulous employers and criminal trafficking gangs. We are tackling this problem with:

- **Increased enforcement activity.** *The Immigration Service carried out almost 700 illegal working operations in 2003–04, a 132 per cent increase on the previous financial year. In the first six months of 2004–05 alone, 775 illegal working operations have been undertaken, continuing the upward trend.*
- **New legislation.** *Laws introduced during 2004 have strengthened the document checks that employers must carry out. It is also now against the law to employ illegal workers – offenders can be tried in the higher courts and face a large fine.*
- **Comprehensive guidance.** *All employers on the Inland Revenue PAYE list in May received guidance on their obligations concerning migrant workers. A new toolkit for employers is now available online.*
- **The licensing of labour providers.** *The Gangmasters (Licensing) Act 2004 will allow the creation of a licensing authority to regulate gangmasters who legally recruit and supply workers in the UK. It will become a criminal offence to operate as a gangmaster without a licence.*

Spending by the Intake Reduction and Secure Border Directorate in 2004–05 totalled £146 million (provisional outturn).

Managing migration to the benefit of the UK

- Over 90 per cent of premium cases dealt with at Public Enquiry Offices meet the same-day service target.
- The past year has seen a 50 per cent reduction in the backlog of nationality applications.

Over the past year we have embarked on a comprehensive review of our legal migration routes – for work, study and family – to ensure that people are systematically protected from abuse. We have introduced new measures to deal with bogus colleges, bogus marriages and abuse of schemes designed for the self-employed. We are also starting to rationalise our legal migration routes into a single flexible system. The ‘single points’ system will respond to market needs and will be difficult to abuse by people applying to work in the UK. We have continued to focus on improving service standards for our customers, reducing casework backlogs and waiting times.

Action during 2004–05 included:

- Continuing to encourage and facilitate legal migration to the UK, to meet the needs of the UK economy. We introduced the Worker Registration Scheme, which allows migrants from the new EU accession states to work legally in the UK.
- Following the Sutton report, incorporating taskforces (multi-disciplinary teams focused on improving our processes for identifying and addressing abuses of legal migration routes) into our operations.
- Continuing to encourage overseas students while preventing abuse of the college application system. New rules allow visas only for attendance at education establishments registered with the DfES.

The United Kingdom Passport Service

The UKPS has had a successful 12 months, receiving around 6.4 million applications for passports and turning them around in an average of under five days.

Other achievements include:

- *Retaining the Charter Mark for a record fifth time.*
- *Continuing with the implementation of the Lost, Stolen and Recovered passport database, which is shared with 181 countries and Interpol as part of the global campaign against identity fraud.*
- *Implementing a new courier service for passport delivery, to reduce lost-in-post and other related fraud.*
- *Undertaking a large-scale biometric trial to test the processes and record customer experience and attitude during the recording and verification of facial, iris and fingerprint biometrics.*

The UKPS remains committed to continual development in its efforts to combat identity fraud.

Its total turnover for the past year was £241 million.

- Implementing new measures in the Asylum (Treatment of Claimants) Act 2004 requiring non-EEA nationals to give notice of marriage at designated register offices and to have prior approval, in the form of entry clearance or a certificate of approval, from the Home Office.
- Continuing with the development of a charge for applications, which already raises over £112

million annually towards the cost of managing migration. We launched a public consultation in September on new fees for certain non-asylum immigration applications. The consultation closed in December, and recorded the highest ever response rate of 74 per cent. The new charges will be implemented in 2005–06.

- Maintaining a focus on improving the quality of front-line services for our customers. The Immigration and Nationality Enquiry Bureau answered over 5,000 calls per day – an increase of over 11 per cent on 2003 figures. Croydon Public Enquiry Office has piloted an appointment system to improve customer service and reduce waiting times.

Income from managed migration in 2004–05 totalled £112 million (provisional outturn).

Further reform of the asylum system

Figures for 2004–05 will be published as detailed in the Spending Review 2002 Public Service Agreement technical notes, however:

- In March 2005 there were 2,165 new asylum applications, down around 75 per cent from its peak in October 2002.
- Of new substantive applications received in October to December 2004, 77 per cent had initial decisions reached and served within two months, compared with 82 per cent in the same period in 2003.
- Of applications certified as clearly unfounded and detained throughout the process in 2003–04, 52 per cent were removed or granted permission to proceed with a judicial review within 28 days.

We have made significant progress in tightening the asylum system to protect it from abuse from economic migrants and from those simply wanting to gain access to our welfare, education or health systems. Our success is due to a faster processing of applications and appeals and strengthened immigration controls reducing illegal entry. Our five-

year strategy will build on this through a faster, tightly managed asylum model for all new asylum applicants, allowing us to offer a safe haven to genuine refugees, while rooting out abuse of the system.

Value for money in IND

IND is on course to reduce the cost of asylum support by some £250 million per annum by the end of 2004–05 (building on the savings of £57 million in 2003–04), the consequence of more efficient and effective immigration and asylum policies. A further £19 million was saved on our IT.

Considerable savings in support costs have resulted from:

- *Ensuring that applicants have been given the right status.*
- *The reduced use of expensive emergency accommodation, thanks to improvements in planning and case management.*
- *Renegotiation or termination of formerly expensive contracts for residential accommodation for asylum applicants.*

The new asylum model will enable the Home Office to build on this success by reducing costs further, in line with the reduction in the number of asylum applicants. Other measures will generate efficiency savings across IND's operating costs.

designed to increase the speed and finality of the appeals process and frustrate those failed applicants who have previously used the appeals system to prolong their stay in the UK.

- Also introducing under the Act a new criminal offence: arriving without a travel document without good reason, thus frustrating those who destroy their travel documents to claim asylum under a false identity.
- Continuing to drive down asylum support costs. In September 2004, the number of asylum seekers getting support from the National Asylum Support Service (NASS) was 25 per cent lower than in September 2003.
- Continuing to work closely with our EU partners and international organisations on improving protection for refugees in their regions of origin.
- Demonstrating our commitment to helping genuine refugees through the introduction of the Gateway Protection Programme (GPP). A joint initiative with the United Nations High Commissioner for Refugees, this initiative allows some of the most desperate refugees to be brought directly from refugee camps for resettlement in the UK.

Spending on asylum support totalled £760 million in 2004–05 (provisional outturn).

Action during 2004–05 included:

- Making fast-tracking, of cases that are clearly unfounded, part of our processing, following the successful completion of the Harmondsworth fast-track pilot.
- Setting out measures in the Asylum and Immigration (Treatment of Claimants, etc.) Act 2004 for a simplified appeals structure. A new single-tier tribunal came into effect in April 2005,

Further action on removal

- The ratio of those removed to those becoming failed asylum seekers was 21 per cent in 2003–04, the same as in 2002–03.

Swift removal is important to the credibility of our system, acting as a clear deterrent to those who want to abuse the asylum process. We have: expanded the use of detention; secured more effective return agreements with countries that generate the most failed asylum seekers; and sought to maximise voluntary return to safe countries, while addressing the difficult issue of returning unaccompanied asylum-seeking children. Our five-year strategy will build on this.

Action during 2004–05 included:

- Increasing detention capacity, including the opening of a new Immigration Removal Centre near Heathrow. This has increased the capacity of the removal estate from 900 in 1997 to around 2,700 beds in 2005.



- Continuing the policy of returns to safe third countries. The Dublin Regulation has enabled us to return to other EU countries individuals who have already claimed asylum elsewhere. We are now returning more than 200 people a month in this way.
- Continuing to maintain the rate of returns through the Assisted Voluntary Returns Scheme.

Spending by the Enforcement and Removals Directorate in 2004–05 totalled £264 million (provisional outturn).

Enhanced integration and citizenship

Most migration is short term and temporary. However, over the last year, we have continued to encourage those who have permanent status to integrate quickly and accept the full rights and responsibilities of citizenship.

Action during 2004–05 included:

- The publication in March 2005 of *Integration Matters: A National Strategy for Refugee Integration*. This sets out our approach for those genuinely fleeing persecution or war (see box on page 67).
- Introducing the requirement for all new citizens to be able to speak English to English for Speakers of Other Languages (ESOL) Level 3 from July.
- The development of new ESOL courses incorporating materials on citizenship and handbooks on life in the UK.
- The expansion of citizenship ceremonies that were launched in February and rolled out across the UK from March. A total of 37,188 ceremonies were held between 1 April and 31 January.

Spending on integration and enhancing integration and citizenship in 2004–05 involves a number of IND Directorates, other government departments, local authorities and others and cannot be separately identified.

Integration Matters: A National Strategy for Refugee Integration

This new strategy sets out three overarching aims for our integration policies. Refugees should be able to:

- *Achieve their full potential.*
- *Contribute to communities as fully as possible.*
- *Gain access to the services to which they are entitled.*

Among the strategy's most important features are the:

- *Development of a set of indicators that, for the first time, will enable us to measure the nation's success in integrating refugees.*
- *Introduction of a system of refugee integration loans.*
- *Introduction and piloting of the Sunrise programme, under which new refugees will have the opportunity to draw up, with the help of a specialist caseworker, a personal integration plan. The plan will cover all key aspects of a person's integration into British society.*

Future delivery

Key **actions** during 2005–06 include:

- Working to meet the target of removing more failed asylum seekers per month by the end of 2005 than the monthly predicted number of unfounded asylum applications.
- Implementing revised charges for foreign nationals using non-asylum immigration services from April 2005, necessary to deliver a high-quality, professional and customer-focused service.
- Increasing the number of applications considered through the fast-track managed processes. The aim is to process up to 30 per cent of new asylum applicants through fast-track detained processes by the end of 2005.
- Working with DCA to implement the new Asylum and Immigration Tribunal from April 2005.
- Implementing the new requirements for citizenship for refugees and other migrants, including introducing a test of knowledge of life in the UK.
- Ensuring that our presidency of the EU leads to further progress in strengthening the EU's borders, improving the security of EU travel documents and improving EU Member States' ability to remove failed asylum seekers.

Strategic Objective V: Citizens, communities and the voluntary sector are more fully engaged in tackling social problems and there is more equality of opportunity and respect for people of all races and religions

Spending £m	1999–2000 Outturn	2000–01 Outturn	2001–02 Outturn	2002–03 Outturn	2003–04 Outturn	2004–05 Outturn*	2005–06 Plans	2006–07 Plans	2007–08 Plans
Resource	96.9	75.9	57.2	93.8	86.7	200.8	222.1	205.9	236.7
Capital	0.3	0.3	6.9	0.1	0.3	0.3	0.3	0.3	0.3

* Estimated outturn February.

Overview and strategy

Strong communities with active citizens and strong civic organisations enable us to build trust with our neighbours, to work together with and in support of the public services and to tackle issues that matter to all.

Our vision is of active, cohesive and fair communities that contribute to a vibrant voluntary and community sector (VCS) and equality of opportunity. These are both valuable as ends in their own right and are also essential to the Government's commitment to being tough on crime and on the causes of crime, and making communities and neighbourhoods safer. Our strategies for doing so are centred on:

Facts and figures

- 1 In 2003 around 20.3 million people participated actively in their communities (in civic participation, informal volunteering and formal volunteering) in England, an increase of 1.5 million since 2001.
- 1 But some BME communities still experience deprivation and poor outcomes in health, education and employment.

- 1 Encouraging greater participation in tackling local problems faced by communities, particularly by young people and those at risk of social exclusion.
- 1 Transforming the capacity of the VCS to engage in public service delivery.



- Tackling inequalities, opening opportunities for all and eradicating racism and extremism.
- Promoting inclusive citizenship, identity, belonging and building cohesion (including engaging with faith communities and listening to the views of citizens and communities).

Partnership at national and local level is central to delivery:

- Other government departments, and local government across a range of their responsibilities.
- The Commission for Racial Equality (CRE) in promoting race equality and good race relations.
- The Community Development Foundation on grassroots community activity.
- The Charity Commission on charity law and regulation.
- Organisations in the VCS and private sector across the range of our work.

Until May 2005 Communities Group also had policy oversight for coroners and burials and for ensuring that animal experimentation is humane.

Delivery in 2004–05

We have put in place the key building blocks required for delivery. This includes rolling out the *futureBuilders* and *ChangeUp* programmes and agreeing a revised Compact code of practice to boost the VCS's contribution to public service delivery. We have also taken a major step towards improving opportunity and fairness for all by publishing a government-wide community cohesion and race equality strategy: *Improving Opportunity, Strengthening Society*. We made progress towards introduction of an Identity Cards Scheme and reform of charities law.

Building civil renewal

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 role in the decision making that affects their lives.

Highlights from this year's activities included:

- *Introducing the Active Citizenship Centre (www.active-citizen.org.uk) to provide easy, web-based access to information and evidence of effective community engagement. The Centre also acts as a forum for exchange of ideas, and for commissioning research.*
- *Establishing the Civic Pioneers Learning Network to enable local authorities share good practice on community engagement and to influence the design and delivery of public services. During the year, 13 local authorities joined the network.*
- *Publishing *Firm foundations*, our framework for community capacity-building. This framework describes what the Government is doing to enable more communities to help themselves and to engage more effectively with public bodies.*
- *Holding the 'Together we can' conference in December, which shared good practice on government consultation with faith communities. The conference was aimed at community leaders, policy officials and ministers.*
- *The 'Local heroes' celebration, in January, recognising the achievements of 68 people who had made a significant contribution to community engagement.*

Increasing VCS engagement

Figures on the proportion of people participating in community activities (civic participation, informal or formal volunteering) during 2004–05 will be published in the summer of 2006. The figures on voluntary sector activity (2004–05) will be published in the summer of 2007. However:

- The proportion of the population in England, aged 16 and over, engaged in active community participation (civic participation, informal or formal volunteering) has risen from 48 per cent in 2001 to 51 per cent in 2003. Around 18.6 million people were engaged in active community participation in 2001, compared with 20.3 million people in 2003, a rise of more than 1.5 million.
- The baseline for 2002–03 VCS activity has been set. The baseline comprises the median number of employees, the median number of volunteers and the median amount of total income from government, equally weighted and expressed as an index.

Our strategy for increasing voluntary and community engagement is based on:

- Dismantling the barriers to volunteering and exploring incentives to get young people to become involved in active citizenship.
- Encouraging community participation and volunteering within the most disadvantaged communities.
- Transforming the capacity of the VCS to engage in public service delivery through the *futureBuilders* fund and through the Adventure Capital Fund.
- Modernising charity law and regulation to ensure that charities can thrive and realise their full potential. We will reduce the bureaucratic burdens on charities and sustain public confidence in them.
- Promoting a culture of citizenship, engagement and cohesion, underlined by initiatives such as the Active Citizenship Centre, Civic Pioneers, Active Learning for Active Citizens pilots and the Guide Neighbourhoods Programme.



- Building and investing in the vital infrastructure that supports front-line VCS organisations.
- Working with other government departments, the Government Offices for the Regions and service providers such as the police to ensure that local public services are more accountable and responsive.

Action during 2004–05 included:

- Publishing the Russell Commission report, which shows that there are many young people who want to serve their communities. In response to this, the 2005 Budget announced funding of up to £100 million over the next three years in support of a new national framework for youth action and engagement. This will provide young people with a range of opportunities in fields such as health, heritage and culture, community safety, sport, conservation and education.
- Launching the UK 2005 Year of the Volunteer campaign (www.yearofthevolunteer.org) to raise the profile of volunteering and to generate more volunteering opportunities. The £4 million Volunteer Recruitment Fund was established to get more ‘difficult to reach’ people to become engaged in community activity and to boost volunteering in areas where it is most needed.
- Removing barriers to VCS public service delivery by publishing *Think smart... think voluntary sector*, a good practice guide on procuring services from voluntary organisations. We also issued a revised ‘Compact,’ our code of good practice on funding and procurement. It governs the relationship between government and the VCS, and is intended to support voluntary and community activity to benefit the whole of society.
- Publishing *ChangeUp*, our framework for capacity building and infrastructure development in the VCS. This will improve the support and expertise open to voluntary organisations working in areas such as services for the elderly, offenders, ethnic minorities and the homeless. Detailed plans will be announced early in 2005–06.

WILLOW – The North Hull Women’s Centre

The £13.5 million Time Limited Development Fund (TLDF) was launched in 2002 to provide 113 voluntary and community organisations with funding from 2002 to 2005.

The organisations are working in deprived areas across England. Each has a dedicated project worker to increase the number of local people involved in voluntary services and community support.

The North Hull Women’s Centre was one of the organisations that received funding. The centre covers one of the most deprived areas of Hull. It works to increase women’s self-esteem and improve skills and employment prospects.

TLDF has helped the organisation to increase the number of volunteers it recruits and retains. It has helped improve the training and support that volunteers receive. The funding has also enabled the organisation to work with other projects in the area to share good recruitment and retention advice.

Many of the volunteers have gained skills and experiences that have enabled them to find employment.

- Rolling out the *futureBuilders* programme, with a total of £4 million being awarded to 15 projects. Areas of spend include: health and social care; crime reduction; community cohesion; education and learning; and support for children and young people. This is part of a fund totalling £125 million over the 2002 Spending Review period.
- Introducing a Charities Bill. Key measures include: a new statutory list of charitable purposes to ensure continued relevance and public benefit; modernisation of the Charity Commission and the introduction of a charity appeal tribunal; and measures to reform the regulation of public charitable collections. It has now been reintroduced, following the general election.

- Developing the Citizen Governance Initiative, with other government departments, to improve the support for citizens carrying out scrutiny and decision-making roles in public services.

The Home Office spent £146 million on increasing VCS engagement in 2004–05.

Increasing race equality and building cohesive communities

Figures for BME employment in our key services during 2004–05 will be available in November 2005. The number of government departments conducting Race Equality Impact Assessments in 2004–05 will be available in early summer 2005. Figures on ethnic minority confidence in key public services will be published with HOCS 2005 results. Figures on community cohesion for 2005 will be published in early 2006. However:

- Progress is being made on delivering the Home Secretary’s race employment targets. The latest outturns are: Police 4.3 per cent; Immigration Service 25.9 per cent; Probation Service 10.5 per cent; Prison Service 5.4 per cent; Home Office 36.3 per cent. Eleven government departments conducted Race Equality Impact

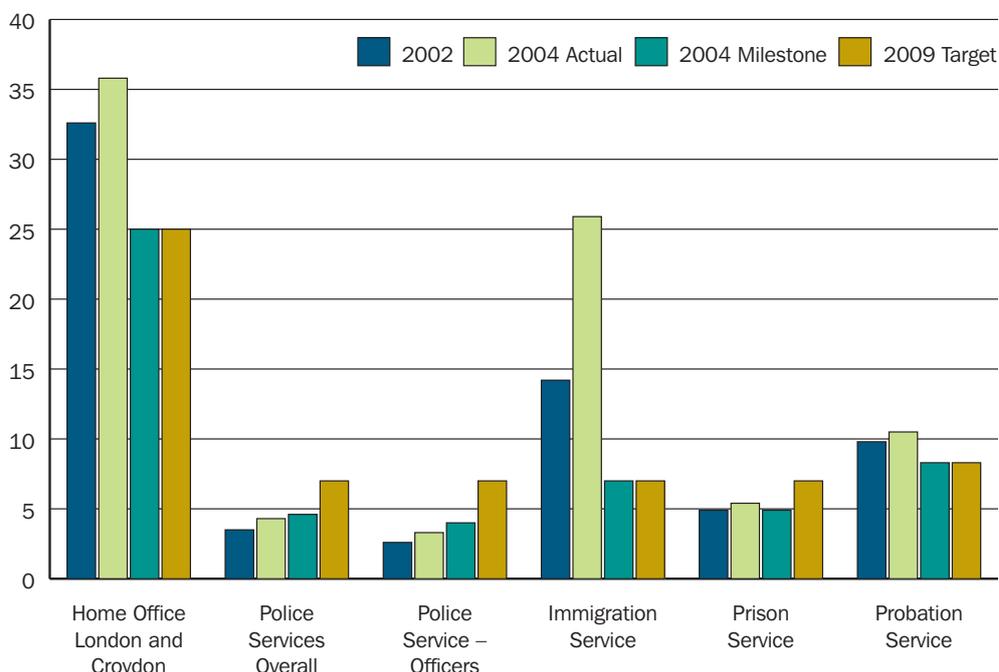
Assessments in 2003–04. The Home Office Citizenship Survey 2003 showed that 36 per cent of BME people feel that they would be treated worse than others by one or more of the organisations measured.

- Baseline estimates have been established for people’s perceptions of community cohesion in 20 towns surveyed in the Home Office Citizenship Survey (local area boost) 2003.

Our strategy for race equality and community cohesion is set out in *Improving Opportunity, Strengthening Society*, published in January 2005. It involves:

- Tackling inequalities and opening opportunities for inclusion, building a more representative public-sector workforce including within the Home Office itself (see *Organising and supporting delivery*), and integrating newcomers into British society.
- Working across government to improve outcomes for people from ethnic minority groups and to reduce perceptions of discrimination.

Diversity in Home Office workforce



- Eradicating racism and extremism, including by strengthening partnerships with faith leaders and ensuring that race and religious violence is tackled.
- Promoting inclusive citizenship, identity, belonging and cohesion, by sharing knowledge of ‘what works’ and funding community programmes.
- Building participation by engaging with faith communities and ensuring that all parts of the community have a voice.

We also plan to introduce an Identity Cards Scheme, so people can prove their identity and their entitlement to public services.

Action during 2004–05 included:

- Working with other government departments towards establishing a new Commission for Equality and Human Rights. A Bill was introduced in March 2005. Following the general election it has been reintroduced.



The Commission for Racial Equality

The CRE underpins delivery of our race equality strategy by:

- *Working towards the elimination of racial discrimination and promoting equality of opportunity.*
- *Encouraging good relations between people from different racial and ethnic backgrounds.*
- *Monitoring how the Race Relations Act is working and recommending how it can be improved.*

The Commission has powers under the Race Relations Act to investigate companies or organisations where there is evidence of possible discrimination. It can require them to make changes to their policies and practices and take legal action in specific circumstances.

During the year, the CRE consulted widely on a draft code of practice on racial equality in employment. This will be issued in 2005, and will address issues such as ensuring equal opportunity policies are implemented in public and private sector organisations.

- Launching a five-year race and diversity strategy to achieve a more inclusive Home Office (see page 83) and leading wider action across the public sector.
- Ensuring that central government policy, legislation and spending reflects diversity issues by:
 - Mainstreaming race equality within existing Regulatory Impact Assessments.
 - Working with the Office of Government Commerce and the CRE to develop a framework that sets out how race equality can and should be promoted in the procurement process.

Identity Cards Scheme

Good progress has been made in building the base for an Identity Cards Scheme.

In April 2004, we published Legislation on Identity Cards: A Consultation, setting out and seeking views on draft legislation.

In November, the Identity Cards Bill was introduced in Parliament setting out the legal framework for the Scheme:

- *To strengthen national security, immigration controls and provisions to counter illegal working.*
- *To help prevent and detect crime and support the delivery of public services.*

The scheme will provide a simple and secure 'gold standard' for proving identity, protecting people from identity fraud and theft and providing them with a convenient means of verifying their identity.

Following the general election, legislation has been reintroduced.

- Sharing best practice on building cohesion in the community – in particular, reflecting the lessons learnt from the £6 million Community Cohesion Pathfinder Programme, which ran during 2003–04:
 - How local authorities, statutory agencies, the voluntary and private sectors and others can forge effective partnership enterprises.
 - The importance of concentrating on similarities and communality rather than difference.
- Launching, with the Local Government Association (LGA) and other organisations, *Community cohesion: an action guide*, to help policy-makers and local practitioners create stronger and more cohesive communities.

- All departments continuing to implement the recommendations in the Working Together report, published in February 2004. Progress will be reviewed next year.
- Introducing an English-language requirement for ministers of religion from abroad to strengthen the contribution that they are able to make to community cohesion.
- Marking the 60th anniversary of the liberation of the concentration camps, on Holocaust Memorial Day, raising public awareness and so combating racism.

The Home Office spent £39 million on increasing race equality and building cohesive communities in 2004–05.

Coroners' services and burial law

The Government has committed itself to reforming the coroner and death certification services, following the Shipman Inquiry's third report and the independent fundamental review of those services.

Action during 2004–05 included

- Developing plans for reform that were outlined in *Reforming the Coroner and Death Certification Service: A Position Paper*.
- Consulting with stakeholders and others, and testing of new approaches.

Following the general election, responsibility for the coroners service and burial law transferred to the DCA.

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.

Action during 2004–2005 included:

- Publishing project licence summaries to ensure informed debate on the use of animals in science.

- Playing an active part in the establishment and future funding of the National Centre for the Replacement, Refinement and Reduction of Animals in Research (NC3Rs). We also provided co-sponsorship for the fifth World Congress on Alternatives to Animal Use in the Life Sciences.

In the course of the year, responsibility for animal experimentation transferred from Communities Group to the Science and Research Group, reporting directly to the Permanent Secretary.

Future delivery

Key **actions** during 2005–06 include:

- Launching a new national framework for youth action and engagement to deliver a step change in the diversity, quality and quantity of young people's volunteering.
- Increasing the volume of public services delivered by the VCS.
- Establishing a sector-led, arm's-length agency to drive forward the implementation of *ChangeUp* and maximise the value of the investment made.
- Securing passage into law of a Charities Bill and beginning the process of implementation and supporting equality legislation that outlaws the promotion of religious hatred.
- Taking forward, with our partners, commitments in *Improving Opportunity, Strengthening Society*, including:
 - Developing further ways to monitor and improve public bodies' compliance with the Race Relations (Amendment) Act.
 - Reducing actual and perceived discrimination by key public services.

- Continuing towards implementation of an Identity Cards Scheme by:
 - Progressing transition arrangements for the new agency that will deliver the Scheme.
 - Commencing, subject to parliamentary approval, the procurement of key components of the Scheme.





Section 4

Organising and supporting delivery

Organising and supporting delivery

The Home Office is changing its structures and ways of working. This will help us to deliver the objectives in our Strategic Plan and hence social change that makes a difference to people's lives. Our reform programme involves:

- Improving our delivery structures.
- Modernising corporate support.
- Changing the way we work.
- Supporting people.
- Delivering VFM improvements.

Our vision is of a modern organisation that works in partnership with others to deliver high-quality and cost-effective public services. This means funding and structuring our key operational services effectively. Streamlined funding and delivery processes will help bring about outcomes that reflect local circumstances and concerns. We will focus our Group headquarters so that it supports a strategic, coherent delivery agenda, strengthening the leadership of an integrated Home Office and delivering our VFM targets.

Improving our delivery structures

Overview and strategy

The Home Office consists of two large services (NOMS and IND) and several smaller public services (such as UKPS and the Forensic Science Service). It also has national responsibility for the police in England and Wales.

Our strategy consists of improving our delivery structures with better joining up of national services, clearer accountabilities and streamlined relationships with local delivery teams and involves:

- Providing the resources for the reform programme.
- Focusing around our new objectives and targets for 2005–06 to 2007–08.
- Streamlining relationships between national, regional and local deliverers.

Delivery in 2004–05

Our main reform programmes and improvements in delivery were outlined in Section 3 of this report. We have complemented these with other reforms of national, regional and local delivery structures.

Action during 2004–05 included:

- Reforming national delivery by:
 - Launching a second wave of police reform (see pages 36–38).
 - Continuing to prepare for the launch of SOCA (see pages 42–43).
 - Building, with the creation of the OCJR, an explicitly trilateral approach to criminal justice (see page 45).
 - Establishing NOMS (see page 51).
- As part of the 2004 Spending Review, agreeing new, streamlined targets. The new targets were developed in consultation with national, regional and local stakeholders, and took effect from April 2005. They aim for improvements in national performance while allowing for a greater flexibility at a local level – for example enabling front-line delivery agencies such as the police to focus more clearly on crimes of particular local concern.

- Strengthening national risk management (see box below).

Risk management

Risk management is integral to effective delivery. The Home Office has significantly strengthened its risk management systems this year, as part of the Treasury-sponsored Risk Improvement Programme. This has included:

- *Enhancing our corporate risk management system; creating a new sub-Board of the Group Executive Board, with responsibility for examining corporate risk; creating a revised corporate risk register; and placing a stronger focus on risk in the work of the reformed Home Office Audit Committee.*
- *Scenario-based risk training events for Senior Civil Service (SCS) managers, to be integrated into core SCS training from now on.*
- *Working with business areas to strengthen the management of risk as part of wider delivery within key business areas.*
- *Working with high-priority policy areas to develop greater risk awareness through tailored policy risk workshops.*

- Strengthening regional and local delivery relationships. We have appointed regional offender managers and local delivery managers to help integrate local activity and reduce bureaucracy. This will improve delivery of Home Office and CJS outcomes. We have opened the first Community Justice Centre in North Liverpool and appointed Birmingham as the first local authority to be a civic pioneer, committed to community engagement and civil renewal.
- Continuing to improve the way we assess and manage the impact of the policies we develop, and regulation we enforce, on the public, business, VCS and other groups (see box on page 80).

- Simplifying and joining up funding and performance management:
 - Negotiating local crime targets with CDRPs through the Government Offices for the Regions.
 - Creating the Safer and Stronger Communities Fund jointly with the Office of the Deputy Prime Minister (ODPM) to integrate crime and liveability funding in local areas.
 - Developing, alongside ODPM and other agencies, cross-government Local Area Agreements (LAAs), for introduction in 20 areas from April 2005.

Future delivery

Key actions for 2005–06 include:

- Further improving local delivery arrangements, by building on the Local Area Agreements (LAAs) and Safer and Stronger Communities Fund to ensure that the Home Office and its policies are more responsive to the needs of local communities. Preparing for the introduction of LAA pilots in a further 40 areas, for launch in 2006–07.

Modernising corporate support

Overview and strategy

Our ability to meet ambitious social objectives rests heavily on an effective support infrastructure (facilities, systems and processes). It also rests on the development of corporate services that are fit for purpose.

Our strategy consists of modernising corporate support by investing in our infrastructure and using technology to provide modern and effective tools that help us work more efficiently together and with others. Developing a new operating model for support services involves:

Better regulation

Regulatory reform

The Government's 2004 Regulatory Reform Action Plan contained 18 Home Office proposals including two proposed Regulatory Reform Orders (RROs). Ten have already been completed (including the RRO on Prison Staff Strike Action) and six are on target for completion (including reviews of the coroners law, burial law and firearms legislation). The need for an RRO for Sexual Offences Access to Victim Material is being reconsidered, and one on allowing records under the Misuse of Drugs Act to be computerised is being reviewed following the Shipman Inquiry Report.

Regulatory reviews

Our five-year strategy for asylum and immigration will rationalise legal migration routes into a single, flexible system that will respond to market needs. More widely, in taking forward our programme of public services modernisation we are taking the opportunity to improve the effectiveness of service delivery and scope to reduce the impact on stakeholders.

Performance on Regulatory Impact Assessments (RIAs)

- Eighteen final RIAs were published; 12 related to the public sector. The National Audit Office commented favourably on the Anti-social Behaviour Bill RIAs and the strong project management shown therein. A RIA was also prepared on a Private Member's Bill.
- Ten partial RIAs accompanied 13 consultations (77 per cent). The three non-compliant consultations were: firearms (an initial RIA was done as it was an initial consultation); an employers' code of practice (an RIA was produced once the consultation ended); and the draft Bill on identity cards (where commercial confidentiality delayed the RIA until the actual Bill was ready). The NDPBs we sponsor now produce RIAs.

We will continue to improve the quality of RIAs by: raising awareness among staff (including through workshops with policy teams), increasing involvement of economists, providing support at an early stage and developing a communications strategy.

Alternatives to regulation

The Charities Bill was widely welcomed as simplifying and streamlining the regulation of charities and provides for the self-regulation of fundraisers.

Consultation

Eighty-nine per cent of consultations started in 2004 met the minimum 12-week period. Ministers agreed a shorter consultation period for two consultations: the conditional cautioning scheme, as a White Paper had been issued and key parties had been involved in drafting the related code of practice; and the Modernising Police Powers consultation which was curtailed to feed into the Serious Organised Crime and Police Bill. We received only 29 complaints about the consultation process out of some 13,500 comments received.

- Eight consultations exceeded 12 weeks, and a short questionnaire following a White Paper alone elicited about 5,000 responses.
- The prostitution review was a very well-received consultation involving publication of a paper setting out our views, and officials and ministers meeting with those affected (including abused children) to seek their views.

Examples of transparency of implementation plans for European legislation

- We ensured the Communications Data Framework avoided unnecessary impacts on stakeholders.

- Securing the benefits from moving into a new headquarters building at 2 Marsham Street and rolling out updated IT.
- Implementing a shared-services approach to estates management and back-office support functions more widely.

- Operating in a sustainable manner, ensuring that environmental and social impacts as well as financial considerations are taken into account in running the Department.
 - Successfully rolling out and implementing the Adelphi finance system from May 2004. Human resources (HR) core modules were rolled out between July and October, and the interface with payroll and HR 'self-service' will be implemented in 2005–06. The procurement system was phased in between August and April.
- Delivery in 2004–05**
- Action during 2004–05 included:
- Moving into our new headquarters building at 2 Marsham Street, London. The move was completed on time, and on budget. Successful completion of this large project demonstrates the Department's increasing capability in procurement and project management.
 - Establishing a project team to develop shared transactional services for finance, procurement and HR for the non-agency Department.
 - Investing significantly in IT to improve efficiency and effectiveness. This includes upgrading 12,000 workstations, introducing new office software and implementing the new Oracle-based ERP software system (Adelphi).
 - Setting up a single estates team to manage the Department's custodial estate as a whole, and applying the same principle to all our property.
 - Contributing towards sustainable development (see box below).

Sustainable development

Sustainable development (SD) is the responsible use of resources to improve people's quality of life without undermining the prospects for future generations. It integrates economic, social and environmental policy across Government.

We actively promote SD through social policies such as reducing crime and fear of crime, and by promoting community cohesion, race equality, civil renewal and voluntary activity. Achievements include:

- *Falling levels of crime.*
<http://www.homeoffice.gov.uk/crime/communitysafety/index.html>
- *The launch of the Framework for Community Capacity Building.* <http://www.homeoffice.gov.uk/comrace/active/volunteering/index.html>
- *New penalties for racially-aggravated offences.*
- *The increase in civic activities and volunteering.* <http://www.homeoffice.gov.uk/comrace/active/volunteering/index.html>

We also work towards the targets set under the Framework for Sustainable Development on the

Government Estate (FSDGE). Achievements include:

- *Environmental management systems at 23 sites on the main estate.*
- *The new headquarters were rated as 'excellent' by the Building Research Establishment Environmental Assessment Method.*
- *The main Home Office purchases 68 per cent of its electricity from renewable sources.*
- *Our internal publications are printed on recycled paper/board.*

Our FSDGE commitments are at:
www.homeoffice.gov.uk/docs4/sustainable-development.html

The Department's relevant SD indicators are at:
www.homeoffice.gov.uk/docs2/susdevindicators.html

Our performance is reported annually in the Sustainable development in Government report:
www.sustainable-development.gov.uk/publications/report2004/fore.html

Future delivery

Key actions for 2005–06 include:

- For transactional shared services (HR, procurement and finance): producing a business case, including the high-level design and revised functional operating model for the non-agency Department.

Changing the way we work

Overview and strategy

As well as improving delivery structures, systems and processes, we are fundamentally changing the way we work.

Our strategy involves focusing on the key issues driving delivery with stronger performance management and business planning; securing a workforce fully representative of the communities we serve; continuing to build our professional capacity; and by embedding a modern, outward focussed working culture that reflects our core values. This involves:

- Implementing a new strategic headquarters.
- Implementing our five-year action plan on race equality and diversity in leadership, staff management and business delivery across the Home Office Group.
- Developing an explicit set of Home Office values, and a programme of action to embed better ways of working.
- Ensuring that, as necessary, our senior leadership is refreshed by bringing in outside expertise.
- Improving communication with staff and stakeholders to make sure they are informed about why and how we are changing, and engaging with them.

Delivery in 2004–05

Action during 2004–05 included:

- Providing a basis for improved strategic direction by establishing (from April 2005) a focused Group headquarters, drawn from existing positions across the Home Office Group.

A new strategic headquarters

We have established a small strategic Group headquarters of some 300 people, including ministers and their offices. It will help us deliver our objectives, setting the overarching strategy for the Department and its main services. It will do so by managing performance, ensuring that different business and policy streams combine effectively and that duplication is avoided, including by making use of shared services where this is appropriate, developing a stronger skills base and senior management for the Group, allocating resources and managing our overall budget, and by ensuring that we are engaging effectively with our key stakeholders.

- Taking action to increase diversity across the Department through the publication of our five-year race and diversity plan and the setting of new diversity targets for the Department.
- Consulting Home Office staff about a set of Home Office values.
- Increasing the range of professional skills and experience by appointing a GEB member with responsibility for strategy (see page 19) and with selective external senior appointments in the areas of procurement; IT; programme and project management; and reform and change.
- Making full use of our Communications Directorate. This is central to ensuring that our activities are understood. It:
 - Provides a first-class media service – both internally and externally – 24 hours a day, 365 days a year.

Our five-year race and diversity programme

We are dedicated to promoting equality, fairness and respect. We will create a working environment where diversity is recognised, valued and celebrated. In delivering our business to our diverse society, we will take care to assess the impact of our policies on race, religion and belief, gender, gender identity, disability, sexual orientation and age equality.

To ensure sustained leadership, we have launched a five-year Group-wide race and diversity programme.

Action during 2004–05: leadership and people management

- Appointing Derrick Anderson, one of our non-Executive Directors, as an independent diversity champion.
- Preparing material to help managers set meaningful race and diversity targets for people and business management.
- Launching new diversity and mentoring programmes for staff.

- Meeting or exceeding previous targets for representation of minority ethnic staff overall and in the SCS. We have set a new target of 8 per cent for minority ethnic representation in the SCS by 2009 – double the target set by the Cabinet Office for government departments.
- Achieving a greater representation of women in the SCS, working towards a revised target of 40 per cent by 2009. Representation of disabled staff in the Department was 2.4 per cent; our revised target is 3.2 per cent by 2008.

Action during 2004–05: business

- Launching a new strategy – Increasing Opportunity, Strengthening Society – to increase race equality and community cohesion (see pages 72–73).
- Consulting on the revised Race Equality Scheme, which is required by legislation.
- Carrying out a significantly increased number of race equality impact assessments on our policies.

- Supports and shapes the delivery of policies, responds to all forms of public inquiry promptly and professionally, and communicates with stakeholders, particularly those at the front line.

This year we handled: over 50,000 items of ministerial correspondence, over 17,500 letters from the public, over 6,500 e-mails, 57,000 telephone calls and 48,000 personal callers.

- We have established a small strategic marketing budget, enabling existing spend to be more effectively targeted.

Future delivery

Key actions in 2005–06 include:

- Improving performance to ensure that correspondence is replied to within key target deadlines:

- 95 per cent of public correspondence within 20 working days.
- 95 per cent of MPs' correspondence within 15 working days (20 working days in IND and Prison Service).
- Continue to work on improving delivery of PQs as part of our three year step change plan.

- Continuing to roll out our five-year race and diversity programme to ensure sustained leadership on these issues across the Home Office Group, including by:
 - Delivering against Home Office diversity targets through Diversity Training and targeted Positive Action.
 - Publishing a revised Race Equality Scheme and instituting associated training for Home Office staff.

Sponsorship and publicity

The Home Office works closely with a range of commercial partners to help communicate important public information at reduced costs to the taxpayer.

We are currently engaging with a number of commercial organisations to encourage their involvement in the Year of the Volunteer. We are in discussion with British Telecom, the Dixons Group, Camelot (and the National Lottery) and the FA Premier League and its clubs. This will continue throughout the Year of the Volunteer.

As part of our campaign to help reduce vehicle crime, promotional work by campaign partners such as RAC, Tracker and More Than has extended the audience reach and cost-effectiveness of the campaign.

Supporting people

Overview and strategy

The Home Office employs over 73,000 staff (full-time equivalents, see page 131), most of them in front-line delivery roles in organisations such as prisons and the IND. In total we fund over 200,000 people, principally in the police service.

Our staff strategy involves supporting people by increasing investment in learning and development and improving the skills base and succession planning. Our Group-wide approach to HR includes:

- Improving skills through mandatory line-management training, new performance management policies, by introducing a wider range of programme and project-management training and by management development.
- Building a Group HR function, to manage people development, leadership and workforce planning and ensure linkages across Human Resources in the Department.

Delivery in 2004–05

The HQ Human Resources Directorate, in partnership with its equivalents in the IND and the Prison Service, has overall responsibility for staff management policies and practices. This includes:

- Recruiting, retaining and motivating people with the right skills and experience.
- Matching people into jobs and minimising vacancies.
- Managing staff absence effectively.

Change is developed in conjunction with the central Reform Team, which reports to the Permanent Secretary.

Health and safety

The Human Resources Group Director is responsible for health and safety.

We consult the trade unions on health and safety matters, including through the Whitley Council.

There were 78 accidents in the core Department (excluding IND) last year. Of those, 20 were slips, trips and falls. There were four injuries reported under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 (RIDDOR). Lost time due to RIDDOR accidents was 45 days. There were no fatalities.

No enforcement notices were served against the core Department; nor did we breach health and safety legislation.

Action during 2004–05 included:

- Raising skills by introducing a management development programme that leads to a recognised qualification from Oxford Brookes University. All managers were required to attend training to ensure that responsibility for sickness management and disciplinary cases was delegated effectively. IND created a college through which to deliver a leadership programme across the Directorate and put learning and development at the heart of successful delivery and change.
- Continuing to streamline our job filling processes. The average time for identifying candidates for vacant posts in the core Home Office since April 2004 is eight weeks. That time is decreasing.
- Introducing, in November, a new policy on attendance management across the core Department and IND. We have reduced sick leave in the Prison Service to a projected 12.4 days per employee – the lowest level since 1999.

Future delivery

Key actions for 2005–06 include:

- Continuing to take steps in the non-agency Department to reduce sickness absence including: better reporting through the Adelphi system; implementation of the new attendance management policy and support from HR in its operation; and overall management by the GEB. New reduction targets, reflecting better reporting, will be set for business areas for 2006–07.
- Creating and beginning implementation of a new People Strategy.

Delivering VFM improvements

Overview and strategy

Fulfilment of our Strategic Plan objectives is underpinned by targets for improving value for money.

Our strategy involves delivering VFM improvements of just under £2 billion per annum by March 2008. This will enable us to deliver more resources – money and people – to the front line. We will achieve this through:

- Improvements in front-line delivery businesses, better procurement, a reformed and streamlined headquarters and better support services.
- Less duplication and reducing head count at our headquarters, in line with our commitment to save 2,700 posts by 2007–08.

We are continuing to take an evidence-based approach to policy development and delivery. We are building our knowledge base and providing integrated support to policy and delivery teams, making best use of our asset base and new investment.

Delivery in 2004–05

We have adopted a rigorous performance management approach to delivering our VFM target. It is overseen by a Programme Board, which reports to the Permanent Secretary and is chaired by the Director General for Finance and Commercial, who is Senior Responsible Owner. Also on the board are finance and other directors from each of the Department's major businesses. Details of how each of our key businesses improved VFM during 2004–05 can be found in Section 3 of this report.

Action during 2004–05 included:

- Achieving £451 million gains across our non-police business areas. This means that we have met our 2002 Spending Review PSA target, a saving of £210 million per annum by 2005–06 on costs for 2002–03, excluding police costs. As

in previous years, the Police Service has also met its element of the target, which was to increase efficiency by 2 per cent per annum. Total gains come to £717 million (see below).

- Increasing VFM at our headquarters.

Value for money at our headquarters

At the start of the year, directorates were required to reduce administration costs (defined in terms of headquarters overheads, and excluding front-line spend (such as prisons)).

By the end of October, head count was on track to meet our reduction target. These are have freed up an estimated £31 million annually, for redeployment elsewhere – including to the front line.

The Department has also saved £21 million a year through reducing the cost of providing desktop IT systems.

- Agreeing, as part of the 2004 Spending Review, to around £2 billion per annum (of which £1.24 million will be cashable) by 2007–08.
- Reducing bureaucracy, in line with Government policy.

Reducing bureaucracy

Reducing bureaucracy is a key strand of improved public sector delivery. It also helps ensure that we can focus on key strategic leadership issues.

A Better Regulation Minister (Andy Burnham) and Departmental Better Regulation Champion (Helen Kilpatrick) have been appointed to lead progress in this area.

Action during 2004–05

- Tackling police bureaucracy (see page 38) by creating a police bureaucracy gateway and website and appointing a Police Bureaucracy Adviser to the Home Secretary.
- NOMS worked with the Cabinet Office, and identified over 100 areas where we could reduce bureaucracy. The vast majority of these have now been addressed.
- Engaging ministers and senior staff in a programme of visits to the front line and setting up a means by which staff could provide feedback.
- Using RIAs (see page 80) to identify the cost of regulation to the public sector on an ongoing basis.
- Supporting evidence-based policy-making and implementation to create programmes that work in the real world. We have integrated analysts into our policy and delivery teams and improved our coordination and strategic use of science.

Business area	Estimated Total gains (£m)	Of which cashable ⁵ (£m)
Police Service	266	101
IND	269	269
NOMS	123	57
HQ reform	31	31
Other (e.g. central procurement, IT)	28	28
TOTAL	717	486

5 Where gains can be redeployed. See Home Office PSA Technical Note (www.homeoffice.gov.uk)

Using science

The Home Office Strategic Plan identified better use of science as a key business driver. During 2004–05, we improved the Department's coordination and contribution to science issues.

Action during 2004–05

- *Establishing better central management control for science planning, strategy, quality assurance and horizon scanning. The Chief Scientific Adviser reports directly to the Permanent Secretary.*
- *Establishing the Home Office Scientific Development Branch, a Department-wide science and technology unit that previously focused on police and crime alone.*
- *Strengthening cross-departmental science links on delivery issues such as chemical biological radiological nuclear resilience, drugs and youth justice.*
- *Embedding scientific research and performance management teams in delivery areas.*

- Publishing our revised Departmental Investment Strategy (DIS) on our website – www.homeoffice.gov.uk/inside/org/pubs/index.html. Our strategy is based on:
 - Ensuring sufficient capacity.
 - Making innovative use of new technology.
 - Modernising our asset base and delivery structures.

The DIS also sets out:

- How investment has supported delivery to date.
- Our plans for the next three years.
- The systems that need to be in place for effective asset-base management and forward allocation of funding.

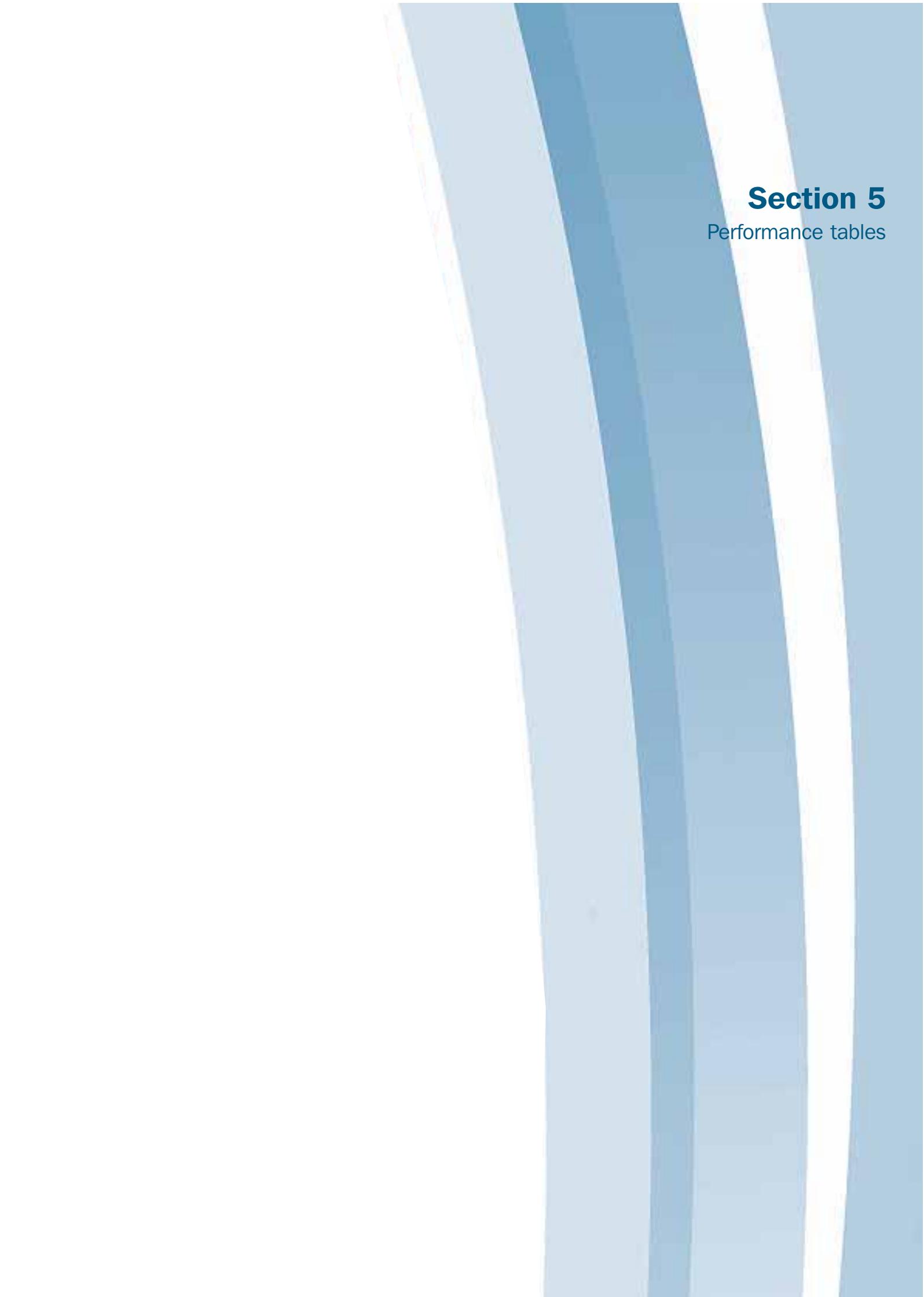
We remain, in particular, committed to disposing of surplus assets, consistent with the recommendations of the Lyons Report.

Future delivery

Key actions in 2005–06 include:

- Continuing to improve our performance information systems and knowledge of what works through high-quality research and science.
- Continuing to work towards our VFM target with police forces establishing a centre of excellence to identify and lead opportunities for collaborative procurement and also pursuing their targets to increase the time which officers spend on front-line policing; NOMS increasing contestability in the provision of custody and community sentences; IND implementing single-tier appeals and further renegotiating old asylum accommodation contracts; and the Department making further progress towards its HQ head count reduction target.





Section 5

Performance tables

Strategic Objective I: People are and feel more secure in their homes and daily lives

2004–05	LATEST OUTTURN	2005–06
<p>Target 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 per cent from 1998–99 to 2004. • Domestic burglary by 25 per cent from 1998–99 to 2005. • Robbery in the 10 SCI areas by 14 per cent from 1999–2000 to 2005. <p>and maintain that level.</p>	<ul style="list-style-type: none"> • Over the 12 months to December 2004 overall crime fell by 11 per cent compared with the preceding 12 months. During 2003–04, we reduced the gap between the quartile of CDRPs with the highest crime and the remainder from 27.1 to 23.1 crimes per 1,000 of population. • Latest BCS data for December 2004 shows fear of crime at 14 per cent (vehicle crime), 12 per cent (burglary) and 16 per cent (violent crime). This compares with an outturn of 16 per cent, 13 per cent and 18 per cent respectively for the preceding 12 months. <p>Over the 12 months to December 2004, vehicle crime has fallen by 17 per cent and domestic burglary by 15 per cent compared with the previous 12 months. In 2003–04, robbery was up 12 per cent on baseline, but down 24 per cent on 2001–02.</p>	<p>Rolled into new SR04 Targets 1 and 2.</p> <p>Reduce crime by 15 per cent, and further in high crime areas, by 2007–08.</p> <p>Reassure the public, reducing the fear of crime and anti-social behaviour, and building confidence in the Criminal Justice System without compromising fairness (confidence element shared with DCA and CPS).</p>
<p>Delivery</p>		
<p>Ensure that the number of crime reduction funding streams and related management and monitoring burden is minimised.</p>	<p>We have built on the initial consolidation of crime reduction funding streams (creating the Building Safer Communities Fund in 2003–04) by planning, with ODPM and others, for a broader consolidation. This was done through the Safe and Strong Communities Fund which was launched in April to bring together some £100 million a year, compared with £60 million a year that was previously in the BSC Fund.</p>	<p>Securing passage of the Violent Crime Reduction Bill and engaging our partners in the delivery of a violent crime strategy which will ensure reductions in violence – including use of guns and knives, alcohol-fuelled violence, sexual offences, domestic violence, low-level violence and hate crime.</p>

2004–05	LATEST OUTTURN	2005–06
Delivery		
Continuing to reduce burglary, vehicle crime, robbery and drug related crime in line with the Government's PSA targets.	<p>Vehicle crime (see above).</p> <p>Domestic burglary (see above).</p> <p>Robbery (see above).</p> <p>Recorded acquisitive crime – of which drug-related crime is the most significant proportion fell by 13 per cent in the year to April, compared to the previous year.</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.	Protection and support for victims of crime have been greatly strengthened by the passage of the Bill in November 2004. The police have significant new powers to deal with domestic violence and victims are granted statutory rights.	
Implementation of the Alcohol Harm Reduction Strategy, in partnership with the Department of Health.	<p>Key achievements in the course of the year included:</p> <ul style="list-style-type: none"> • Developing draft national standards, in partnership with the drinks industry. • DH completing an audit of alcohol treatment and models of care for alcohol misuse. • Launching alcohol misuse campaigns over the summer and Christmas periods. <p>We also consulted on <i>Drinking responsibly: the Government's proposals</i>. This tackles binge and under-age drinking, and builds on powers in the Licensing Act 2003 together with other legislation.</p>	

2004–05	LATEST OUTTURN	2005–06
Delivery		
<p>Delivery of the Government's TOGETHER: Tackling Anti-social Behaviour Action Plan, driving forward local action to tackle anti-social behaviour and reducing perceptions of anti-social behaviour at local level.</p>	<p>The TOGETHER campaign has been rolled out nationally to 10 Trailblazer areas and 50 new Action Areas. The result has been improvements in the local response to anti-social behaviour.</p> <p>A comprehensive infrastructure – including a dedicated website, actionline and a programme of TOGETHER academy events – is now in place. This encourages the agencies dealing with anti-social behaviour to raise their game and provides practical advice and support.</p> <p>This action has improved anti-social behaviour powers. The perception of anti-social behaviour fell from 21 per cent in April 2003 to 17 per cent in December 2004.</p>	<p>Delivery of the Government's expanded TOGETHER Action Plan, including a dedicated anti-social behaviour resource and support in 50 Action Areas.</p>
<p>Implementation of a Prolific and other Priority Offending (PPO) strategy.</p>	<p>The PPO strategy was announced by the Prime Minister in March 2004 and is in three interlocking strands. PPO schemes representing the 'catch and convict' and 'rehabilitate and resettle' strands were launched in September 2004, with schemes delivering the final strand, 'prevent and deter', operating from February 2005. This will ensure that local partners are working together to target the most prolific, anti-social and disruptive offenders in the country. There are currently over 10,000 PPOs being targeted, with another 6,000 to 8,000 young people targeted and supported by prevent and deter schemes.</p>	

2004–05	LATEST OUTTURN	2005–06
<p>Target 2: Improve the performance of all police forces, significantly reduce the performance gap between the best and worst performing forces, and significantly increase the proportion of time spent on front-line duties.</p>	<p>Overall police performance has improved, according to police performance monitors published in September. As at March 2004, performance had improved in four out of five interim police domains. Seven forces had a performance gap on crime of more than 10 per cent to reduce. Five forces had a performance gap on investigative performance of more than 10 per cent to reduce.</p> <p>Significant progress has been made in a number of police forces.</p> <p>In 2003–04, 63.6 per cent of police officer time was spent on front-line duties.</p> <p>The level of performance within the force ranged from 53.8 per cent to 70.2 per cent.</p>	<p>Rolled into SR04 Policing Standard.</p> <p>Maintain improvements in police performance, as monitored by the Police Performance Assessment Framework (PPAF) in order to deliver the outcomes expressed in Home Office targets. The links between the indicators in PPAF and the targets, and the performance improvement in these indicators implied by the targets, are set out and reported on in the National Policing Plan.</p>
<p>Delivery</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 among minority ethnic communities.</p>	<p>A national framework of guaranteed service standards has been agreed for members of the public. These are due to be published in November 2006.</p> <p>The PPAF has been re-balanced to provide a stronger focus on citizen needs and a national programme is under way to roll out a neighbourhood policing approach that can be adopted by all forces by 2008.</p>	<p>Supporting the Police Service to ensure delivery of a service that responds to the needs of communities and individuals, with new customer service standards implemented in all forces by 2006.</p> <p>Supporting the spread of dedicated neighbourhood policing teams and new methods of engagement leading to a deeper, stronger connection with the public.</p>

2004–05	LATEST OUTTURN	2005–06
Delivery		
<p>Support police delivery to minimum national standards through the use of operational tools (including the National Intelligence Model) and through the enhancement of the PPAF.</p>	<p>The NIM is now available and used consistently to the minimum standards for compliance by all forces in England and Wales. Systematic application of the NIM enables forces to adopt proactive, intelligence-led policing at force, cross-boundary and national levels. The model provides a framework for collecting and analysing information crucial to the investigation and reduction of crime.</p> <p>The PPAF went live in April 2004. Enhancements are ongoing.</p>	<p>Rationalising existing national bodies and putting in place interim arrangements for a National Policing Improvement Agency to develop good practice. The agency will work with forces to provide capacity assistance and operational policing support.</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>	<p>In September 2004, there were 140,135 police officers.</p> <p>There are now 6,000 Community Support Officers.</p>	<p>Maintaining increased police numbers and increasing the number of Community Support Officers.</p>
<p>Target 4a: Improve the level of public confidence in the CJS, including that of ethnic minority communities.</p>	<p>As of December 2004, 43 per cent of people have confidence in the effectiveness of the CJS in bringing offenders to justice, compared with 40 per cent in the 12 months to December 2003.</p> <p>As of March 2004 56 per cent of people from a BME background have confidence in the effectiveness of the CJS.</p>	<p>Rolled into SR04 Target 2.</p>

2004–05	LATEST OUTTURN	2005–06
Delivery		
Improving the coordination of core confidence programmes across the CJS, including delivery of LCJB victims and witnesses satisfaction and public confidence plans.	<p>Programmes to reduce concern about crime and anti-social behaviour, and to increase confidence in policing and the CJS, have been brought together under new national governance arrangements.</p> <p>This will improve the overall effectiveness and coherence of activity. LCJBs are working to improve the delivery of justice, the confidence of the public and the quality of service provided to victims and witnesses.</p>	Strengthening joint working across the criminal justice agencies in reassuring the public and improving public confidence in the CJS.
Better engagement through LCJBs with all sections of the community to increase confidence and involvement in the CJS and tackle racism and inequality.	<p>LCJB plans draw on new guidance that focuses on improving dialogue with people about their concerns and priorities.</p> <p>A National Race Forum has been established, which will enable LCJBs to increase their knowledge of race, diversity and community engagement.</p>	
<p>Combating serious and organised crime by:</p> <ul style="list-style-type: none"> • Preparing for the formation of the SOCA 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 <i>One Step Ahead: A 21st Century Strategy to Defeat Organised Crime</i>. • Increasing criminal assets recovered to at least £60 million. 	<p>Chair and Director General Designate appointed in August. A recruitment process is now under way to select the Executive Directors.</p> <p>Responses to the consultation paper were published in November 2004 and can be found on our website at: www.homeoffice.gov.uk/docs3/whitepaperconsultationintro.html</p> <p>Exceeded target, with £84 million recovered.</p>	Combating serious organised crime by preparing for the formation of the SOCA and by increasing the amount of criminal assets recovered.

2004–05	LATEST OUTTURN	2005–06
Delivery		
<p>With our delivery partners, further improving our understanding of terrorist networks, disrupting them and, where possible, bringing them to justice.</p>	<p>We continue to disrupt terrorist networks, pursue and, where possible, bring to trial those suspected of terrorist activity. We work closely with domestic and international partners bilaterally and through the UN, G8, EU and Council of Europe.</p>	<p>Managing successful presidencies of the EU and G8 that deliver practical measures to help Member States tackle international terrorism, organised crime and illegal migration.</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>The Prevention of Terrorism Act 2005, which came into effect in March, allows the Home Secretary to impose ‘control orders’ on individuals suspected of involvement in terrorist activity.</p>	<p>Securing the passage of a second counter-terrorism Bill to provide the police and security agencies with additional powers to combat terrorism as effectively as possible.</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 (CBRN) attack.</p>	<p>The National Infrastructure Security Co-ordination Centre (NISCC) continues to provide warnings and alerts on electronic attack.</p> <p>We have continued to support and advise multi-agency threat and risk assessment groups operating at 35 UK airports. We have also improved the detection of radiological material through the implementation of Programme Cyclamen at entry ports.</p> <p>New equipment has enhanced the protection of emergency services staff in the event of a CBRN attack.</p>	

Strategic Objective II: More offenders are caught, punished and stop offending and victims are better supported

2004–05	LATEST OUTTURN	2005–06
<p>Target 3: Improve delivery of justice by increasing the number of crimes for which an offender is brought to justice to 1.15 million by 2005–06, with an improvement in all CJS areas, a greater improvement in the worst performing areas and a reduction in the proportion of ineffective trials.</p>	<p>Provisional figures for the year to December 2004 show that 1,131,000 offences were brought to justice, up 128,000 (12.9 per cent) on the baseline year. Thirty-six of the 42 criminal justice areas have improved their performance over the baseline year (2001–02). There are six areas where performance is below baseline. There has been a greater increase in the 18 areas defined as 'worse performing'.</p> <p>In the three months to March 2005, the proportion of ineffective trials in Crown courts fell to 14.4 per cent, compared with a baseline of 24 per cent in the quarter to March 2003; the proportion in magistrates' courts fell to 22.7 per cent from 31 per cent.</p>	<p>Rolled into SR04 Target PSA 3.</p> <p>Improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice to 1.25 million by 2007–08.</p>
Delivery		
<p>Implementation of the Criminal Case Management Programme, which will better coordinate the charging of suspects by police and CPS, improve victim and witness care and improve the effectiveness of trials (also contributes to Target 4).</p>	<p>The charging initiative, which puts Crown prosecutors into police stations to provide early advice and guidance to the police on charging, is now operating in 358 of 371 locations. Most are operating on a 'shadow' basis, with prosecutors advising the police. In 14 of 42 CJS areas, charging is operating on a statutory basis, led by the CPS.</p> <p>Under the No Witness, No Justice programme, Witness Care Units are now operating in all 42 criminal justice areas.</p>	<p>Increasing the national sanction detection rate to bring more offences to justice. Individual LCJB targets are being agreed to aggregate to the national requirement.</p>

2004–05	LATEST OUTTURN	2005–06
Delivery		
	<p>The Effective Trial Management Programme was designed to reduce ineffective trials by improving the preparation and progression of cases from the time of being charged through to the trial. This has been rolled out in 14 of the 42 CJS areas.</p>	<p>Maintaining progress with the Criminal Case Management Programme, in particular by completing implementation of the Effective Trials Management Programme and of Witness Care Units by March 2006.</p>
<p>Active performance management by LCJBs, led centrally by the National Criminal Justice Board (NCJB) (also contributes to Target 4).</p>	<p>All local areas were set targets to bring more offences to justice, reduce ineffective trials and improve confidence. Performance is reviewed nationally by the NCJB. Of the 42 LCJBs, 36 have increased the number of offences brought to justice.</p>	<p>LCJBs to achieve their five key performance targets for 2005–06, as published (covering the key strand of the CJS vision bringing more offences to justice; improving confidence in the CJS; improving the satisfaction of victims and witnesses; maintaining the average time for dealing with persistent young offenders from arrest to sentence; and enforcement of warrants, fine payment, community penalties and asset recovery).</p>
<p>Improving enforcement of bail, fines and defendant attendance at court.</p>	<p>Operation Turn-up, which targets those who fail to appear at court, has been successfully rolled out.</p> <p>The payment rate for fines was 80 per cent, against a target of 78 per cent.</p> <p>We also introduced proposals to reinvigorate the use of fines.</p> <p>Enforcement of community penalties where offenders have not complied with their supervision rose to 90 per cent in the last three months of the year.</p>	

2004–05	LATEST OUTTURN	2005–06
Delivery		
Modernising CJS IT, including initial implementation of linked case management systems (also contributes to Target 10).	<ul style="list-style-type: none"> • A secure e-mail system has been set up and is in place across 42 local areas. • Infrastructure is complete across the CPS, magistrates' courts, prison and probation services, and is well advanced in the Crown court. • In Humberside, the CJS Exchange link allowing the police to provide case information to the CPS has been proven, and a joined-up offender assessment system between probation and prisons has been successfully implemented in Cheshire. 	Substantial progress with CJS agency case management systems, including roll out of XHIBIT and Libra systems in the courts, and continued roll-out of case preparation and custody systems in police forces. Further, there will be the first national deployment of CJS Exchange, enabling full case file exchange between the police and CPS, and the first CJS Exchange live connections between the police and magistrates' courts.
Target 4b: Increase year on year the satisfaction of victims and witnesses, while respecting the rights of defendants.	Satisfaction of victims and witnesses not yet assessed. Baseline 59 per cent and 57 per cent. First outturn July 2005.	Rolled into SR04 Target 2.
Delivery		
See confidence measures under Strategic Objective I.	See confidence measures under Strategic Objective I.	Implementing the Victims' Code of Practice, monitored by the Victims' Commissioner who will also champion the interests of victims and witnesses.

2004–05	LATEST OUTTURN	2005–06
<p>Target 5: Protect the public and reduce reoffending by 5 per cent:</p> <ul style="list-style-type: none"> • Maintain the current low level of escapes, including category A escapes. • For young offenders. • For both adults sentenced to imprisonment and adults sentenced to community sentences. 	<p>The rate of escapes was 0.064 per cent of the prison population, well within the PSA target of 0.17 per cent. There were no category A escapes.</p> <p>The overall actual reconviction rate within one year for juveniles dealt with in the first quarter of 2003 was 36.9 per cent, 0.9 percentage points less than the predicted rate (i.e. allowing for offender characteristics) of 37.8 per cent. This is a percentage reduction of 2.4 per cent relative to the 2000 baseline.</p> <p>The overall actual reconviction rate within two years for adults sentenced to a community penalty or released from custody in the first quarter of 2001 was 53.7 per cent, one percentage point less than the predicted rate of 54.7 per cent. This is a percentage reduction of 1.8 per cent relative to the 2000 baseline.</p>	<p>Rolled into SR04 Reoffending Standard.</p> <p>Protect the public by ensuring that there is no deterioration in the levels of reoffending for young offenders, for adults sentenced to imprisonment and adults sentenced to community sentences, maintaining the current low rate of prisoner escapes, including category A escapes.</p>
<p>Delivery</p>		
<p>Ensuring full use of video links in magistrates' and Crown courts and that security ratings in prisons are maintained.</p>	<p>Currently 29 per cent of cases are dealt with on the video link, although the data is still considered incomplete.</p> <p>Of 115 establishments with security audit ratings, 85 per cent are meeting their targets (as at the end of January).</p>	<p>Achieving full connectivity between the probation and prison OASys IT systems.</p>

2004–05	LATEST OUTTURN	2005–06
Delivery		
Prisoners achieving 56,000 basic skills and 120,000 work skills qualifications while offenders under probation supervision will achieve 8,000 basic skills qualifications.	Offenders in prison achieved 63,628 basic skills awards and 170,558 work skills qualifications. 9,451 basic skills qualifications were achieved by offenders under probation supervision. This is 6,600 more awards than last year.	Achieving targets for NOMS key performance indicators for 2005–06, as published (for example 50,000 successful completions of Enhanced Community Punishment/Unpaid Work Requirements and 4,000 completions of DTTOs/Drug Rehabilitation Requirements).
Around 50,000 offenders in prison with problems with drug addiction will receive some intervention, maintenance, detoxification or treatment.	By the end of January 2005, prisoners had completed 48,321 initial CARATs assessments and 44,770 had entered detoxification programmes (provisional figures, subject to validation). NOMS KPI data is subject to validation.	
Establishment of the National Offender Management Service.	NOMS was established in June 2004.	The Regional Offender Managers and the Director of Probation overseeing the split of offender management from interventions within Probation Boards and signing off action plans for the implementation of an offender management model. Launching the first prisons contestability programme under NOMS and pathfinder contests of community provision in one or two regions.
Implementation of measures in the Criminal Justice Act 2003.	Preparations have been made to implement most of the sentencing provisions of the Criminal Justice Act 2003, including the Community Order and Public Protection Sentences.	Implementing most of the sentencing provisions of the Criminal Justice Act 2003. Implementing the new contracts for electronic monitoring, starting April 2005.
Ensuring a 14 per cent increase (from 2002–03 levels) in the number of prisoners with a job, training or education outcome on release.	By the end of December 41,146 (provisional figure) prisoners leaving custody entered employment, education or training (up 36 per cent on last year)	

Strategic Objective III: Fewer people’s lives are ruined by drugs and alcohol

2004–05	LATEST OUTTURN	2005–06
<p>Target 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 drug among all young people under the age of 25, especially by the most vulnerable young people. • Reducing drug-related crime, including as measured by the proportion of offenders testing positive at arrest. 	<p>Class A drug use among young people was 8.3 per cent in 2003–04 compared with a baseline of 8.6 per cent in 1998. Frequent use of all drugs by young people was 12 per cent in 2003–04.</p> <p>Information from the Schools Survey shows that 13.1 per cent of vulnerable young children used Class A drugs during 2002, compared with a baseline of 13.3 per cent. The 2001 baseline for frequent use among vulnerable groups was 22.1 per cent.</p> <p>We are using numbers entering treatment via the Drug Interventions Programme as a proxy measure for success in engaging drug-misusing offenders. There was a threefold increase in numbers entering treatment through the Programme with 16,000 people engaged during 2004–05. The Arrestee Survey, which involves interviewing arrestees in custody about their drug use and offending, will provide a more accurate indicator of the level of drug-related crime. A baseline measure is currently under development.</p>	<p>Rolled into SR04 Target 4.</p> <p>Reduce the harm caused by illegal drugs (as measured by the Drug Harm Index encompassing measures of the availability of class A drugs and drug related crime) and substantially increasing the number of drug misusing offenders entering treatment through the Criminal Justice System.</p>

2004–05	LATEST OUTTURN	2005–06
Delivery		
<p>All local areas providing drug-related assessment, referral, treatment and other support to vulnerable young people.</p>	<p>Good progress is being made in developing services, particularly in the Youth Justice System which is intervening when young offenders are thought to be at risk of substance misuse. However, there are still significant gaps in the services that can be provided. We have developed a young people's delivery plan to address some of these gaps and to make substance misuse a priority for mainstream agencies which are involved in the reorganisation of children's services.</p>	<p>Implementing the cross-departmental plan to tackle drug abuse among young people. In particular, we will concentrate on the 30 high-focus areas where we want to make an early and sustained impact on young people's drug use.</p>
<p>Delivering the Drug Interventions Programme (formerly Criminal Justice Interventions Programme), including the piloting of Criminal Justice Act drug provisions and making at least 12,000 DTTOs.</p>	<p>The Programme continues to be rolled out and expanded. We:</p> <ul style="list-style-type: none"> • Launched pilots in five areas and linked drug-related conditions to conditional cautions. • Extended the 'trigger offences' for a drugs test to include handling stolen goods, attempted acquisitive crime and begging. • Extended drug-related bail conditions to 47 DAT areas. • Provided additional funding to develop partnerships with local PPO schemes in 12 high-crime areas. • Introduced arrest referrals for 10 to 17-year-olds and drug testing for 14 to 17-year-olds in 10 pilot areas. • Introduced drug treatment and testing components to two juvenile community sentences in five pilot areas. 	<p>Expanding the Drug Interventions Programme to a further 33 areas and applying the measures contained in the Drugs Act to strengthen the Programme where it operates intensively.</p> <p>Reducing drop-out rates between initial contact and subsequent assessment and referral into treatment.</p>

2004–05	LATEST OUTTURN	2005–06
Delivery		
	<ul style="list-style-type: none"> Developed and began implementing a Drug Interventions Programme workforce strategy to ensure the initiative is supported by the right number of workers with the right skills and able to operate within a diverse community. <p>There were over 10,000 DTTOs issued, only 86 per cent of our target but 1,800 more than last year.</p> <p>In total, over 63,000 drug tests, an average of over 5,250 per month, were carried out for heroin, crack and cocaine. More than 1,900 offenders entered treatment through the Programme in March – ahead of the target of 1,250 a month.</p>	
<p>Sharply reducing the attrition rates from drug testing offenders at charge through to completion of treatment.</p>	<p>The drop-out rate between contact and first assessment continues to improve. In March 2005, 30 per cent of those with whom workers had initial contact went on to receive treatment. This compares with 18 per cent in October.</p>	

2004–05	LATEST OUTTURN	2005–06
<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 assets (HMCE PSA).</p>	<ul style="list-style-type: none"> • In 2003–04 over 100 tonnes of Class A drugs was interdicted by CIDA agencies. • 184 drug-trafficking groups were disrupted. • £25.6 million of drug-related assets were also seized. 	<p>Rolled into SR04 Target 4.</p>
<p>Increase the participation of problem drug users in drug treatment programmes by 55 per cent by 2004 and 100 per cent by 2008, and increase year on year the proportion of users successfully completing treatment programmes (DH PSA).</p>	<p>Figures produced by Manchester University and published by the National Treatment Agency (NTA) reveal that 54 per cent more drug users were in contact with drug treatment services in 2003–04 when compared with 1998–99.</p> <p>The proportion of individuals successfully completing treatment rose from 57 per cent in 2002–03 to 72 per cent in 2003–04.</p>	
<p>Delivery</p>		
<p>Working with DH and the NTA to deliver better treatment outcomes including reducing drug treatment waiting times down to a maximum of two to three weeks.</p>	<p>Average waiting times are around 2.5 weeks, 71 per cent lower than in 1998. December 2004 figures show that waiting times for all forms of treatment are now between two and three-and-a-half weeks, so significant progress towards meeting waiting time targets has been made. In DIP areas, average waiting times are significantly lower and between one and three weeks.</p>	<p>Working with alcohol retailers and producers to agree and implement minimum standards for socially responsible promotion and retailing of alcohol products underpinned by an agreed system of accreditation.</p>

Strategic Objective IV: Migration is managed to benefit the UK, while preventing the abuse of the immigration laws and of the asylum system

2004–05	LATEST OUTTURN	2005–06
<p>Target 7: Focus the asylum system on those genuinely fleeing persecution by taking speedy, high-quality decisions and reducing significantly unfounded asylum claims by:</p> <ul style="list-style-type: none"> • Fast turn-around of manifestly unfounded cases. • Ensuring by 2004 that 75 per cent of substantive asylum applications are decided within two months. • And that a proportion (to be determined) including final appeal are decided within six months. • Enforcing the immigration laws more effectively by removing a greater proportion of failed asylum seekers. 	<p>In March 2005 there were 2,165 new asylum applications, excluding dependants, down around 75 per cent from its peak in October 2002.</p> <p>Of applications certified as clearly unfounded and detained throughout the process in 2003–04, 52 per cent were removed or granted permission to proceed with a judicial review within 28 days. This target is under review.</p> <p>Of new substantive applications received in October to December 2004, 77 per cent had initial decisions reached and served within two months, compared with 82 per cent in the same period in 2003.</p> <p>Of new applications received in 2003–04, 64 per cent had a final decision, including appeal, within six months.</p> <p>The ratio of numbers removed to total numbers becoming failed asylum seekers was 21 per cent in 2003–04, the same as 2002–03.</p>	<p>SR04 Target 5:</p> <p>To reduce unfounded asylum claims as part of a wider strategy to tackle abuse of the immigration laws and promote controlled legal migration.</p>

2004–05	LATEST OUTTURN	2005–06
Delivery		
Implementing planned asylum legislation including transition to a single-tier appeals system.	The Asylum and Immigration (Treatment of Claimants, etc.) Act received Royal Assent in July 2004. This will create a simplified appeals structure, with the new single-level tribunal coming into effect in April 2005.	Working to meet the target of removing more failed asylum seekers per month by the end of 2005 than the monthly predicted number of unfounded asylum applications.
Extending fast-track asylum processes and strengthening quality-assurance systems.	We have incorporated fast-track processing into our asylum system for cases that are clearly unfounded, following the successful completion of the Harmondsworth fast-track pilot. Plans are under way to increase the capacity of the fast-track detention estate.	Increasing the number of applications considered through the fast-track managed processes. The aim is to process up to 30 per cent of new asylum applicants through fast-track detained processes by the end of 2005.
Continuing to secure borders and press down on monthly asylum intake.	Asylum intake continues to fall and is now almost 75 per cent down from its peak in October 2002.	Working with DCA to implement the new Asylum and Immigration Tribunal from April 2005.
Continuing the implementation of border control measures, juxtaposed controls and new detection technology.	There has been further development of controls in Brussels and Calais, with the continued roll-out of new detection technology for freight searching to high and medium-risk ports on the continent. Photographs were introduced in all UK visas from September 2004.	Implementing the new requirements for citizenship for refugees and other migrants, including introducing a test of knowledge of life in the UK.
Increasing our understanding of the socioeconomic context that drives migration, to assist managed migration.	Research is ongoing in this area.	Ensuring that our presidency of the EU leads to further progress in strengthening the EU's borders, improving the security of EU travel documents and improving EU Member States' ability to remove failed asylum seekers.
Deliver, through the use of task forces, the priority actions needed to reduce immigration abuse.	Task forces continue to identify and close down potential areas of abuse of legal routes of entry. For example, the student task force has visited 1,206 colleges that were suspected to be bogus.	

2004–05	LATEST OUTTURN	2005–06
Delivery		
<p>Improving customer service including further application of charging for managed migration.</p>	<p>Charging continues to raise income towards the cost of managed migration (in 2004–05 on provisional outturn of £112 million). In September 2004, we consulted on new charges for certain non-asylum applications and these new charges were implemented from 1 April 2005.</p> <p>We have continued to focus on improving the quality of front-line services to our customers. The Immigration and Nationality Enquiry Bureau answered over 5,000 calls per day, an increase of over 11 per cent on 2003 levels.</p> <p>Since September 2004, additional investment has been made to expand contact centres for work permits, with similar developments taking place since January.</p>	<p>Implementing revised charges for foreign nationals using non-asylum immigration services from April 2005, necessary to deliver a high-quality, professional and customer-focused service.</p>

Strategic Objective V: Citizens, communities and the voluntary sector are more fully engaged in tackling social problems and there is more equality of opportunity and respect for people of all races and religions

2004–05	LATEST OUTTURN	2005–06
<p>Target 8: To increase VCS activity, including increasing community participation, by 5 per cent by 2006.</p>	<p>The proportion of the population in England aged 16 and over who are engaged in active community participation (civic participation, informal or formal volunteering) has risen from 48 per cent in 2001 to 51 per cent in 2003. Around 18.6 million people were engaged in active community participation in 2001, compared with 20.3 million people in 2003, a rise of more than 1.5 million.</p> <p>The baseline for 2002–03 VCS activity has been set at 100. The baseline is made up of the median number of employees, the median number of volunteers and median amount of total income from government, equally weighted and expressed as an index.</p>	<p>Rolled into SR04 Target 6.</p> <p>Increase voluntary and community engagement, especially amongst those at risk of social exclusion.</p>
<p>Delivery</p>		
<p>Modernising funding and procurement practices across government departments that reduces bureaucracy and enables more contracting for VCS-delivered services.</p>	<p>We published:</p> <ul style="list-style-type: none"> • <i>Think smart, think voluntary sector</i>, a good-practice guide on procuring services from the VCS. • A revised funding and procurement “Compact” code of good practice for public sector and voluntary and community sector bodies to improve the funding relationship between Government and the VCS. 	<p>Increasing the volume of public services delivered by the VCS.</p> <p>Establishing a sector-led, arm’s-length agency to drive forward the implementation of ChangeUp and maximise the value of the investment made.</p>

2004–05	LATEST OUTTURN	2005–06
Delivery		
<p>Launching the UK Year of the Volunteer in 2005 and programmes that engages 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>Launched UK Year of the Volunteer in January 2005, as planned.</p> <p>The commission, headed by Ian Russell, Chief Executive of Scottish Power, reported in March. £100m has been announced to take this forward, from the public and private sectors.</p>	<p>Launching a new national framework for youth action and engagement to deliver a step change in the diversity, quality and quantity of young people's volunteering.</p>
<p>Publishing a draft Charities Bill giving effect to recommendations in the Strategy Unit report <i>Private Action, Public Benefit</i>.</p>	<p>A Bill was introduced in December 2004 and was re-introduced following the general election.</p>	<p>Securing passage into law of a Charities Bill and beginning the process of implementation, and supporting equality legislation that outlaws the promotion of religious hatred.</p>
<p>Target 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>Progress is being made on delivering the Home Secretary's race employment targets. The latest outturns for BME employment in our key services are: Police 4.3 per cent; Immigration Service 25.9 per cent; Probation Service 10.5 per cent; Prison Service 5.4 per cent; Home Office 36.3 per cent. Eleven government departments conducted Race Equality Impact Assessments in 2003–04.</p> <p>The Home Office Citizenship Survey 2003 shows that 36 per cent of BME people feel that they would be treated worse than others by one or more of the organisations measured.</p> <p>Key public services: BME confidence in the CJS shows continued improvement to September 2004.</p> <p>Policy appraisal: The baseline was set by performance in the year 2003–04. Data for 2004–05 will be collected shortly and 2005–06 will be monitored closely.</p>	<p>Rolled into SR04 Target 7.</p> <p>Reduce race inequalities and build community cohesion.</p>

2004–05	LATEST OUTTURN	2005–06
Delivery		
Developing and launching the community cohesion and race equality strategy.	Strategy published in January 2005.	Taking forward, with our partners, commitments in <i>Improving Opportunity, Strengthening Society</i> , including: <ul style="list-style-type: none"> • Developing further ways to monitor and improve public bodies' compliance with the Race Relations (Amendment) Act. • Reducing actual and perceived discrimination by key public services.
Working with DCA, DTI and others in preparing for the proposed single Commission for Equality and Human Rights.	<i>Fairness for all</i> White Paper published May 2004. Equality Bill introduced 3 March 2005.	
Continued engagement and dialogue with all faith groups and the implementation of the Government's Faith Review report.	All departments are implementing the recommendations in the <i>Working together</i> report. Inter-departmental group is sharing good practice.	
Publishing legislation for a national Identity Cards Scheme and undertaking feasibility studies on implementation.	An Identity Cards Bill was introduced in November 2004. It has been reintroduced following the general election. A biometrics pilot was run to evaluate the experience of 10,000 members of the general public whose biometric information was recorded.	Continuing towards implementation of an Identity Cards Scheme by: <ul style="list-style-type: none"> • Progressing transition arrangements for the new agency that will deliver the Scheme. • Commencing, subject to parliamentary approval, the procurement of key components of the Scheme.
Other delivery		
Developing reform plans for coroner and death certification services.	Responses to the consultation paper <i>Reforming the coroner and death certification service – a position paper</i> have been analysed.	

Improving our delivery structures

2004–05	LATEST OUTTURN	2005–06
		Further improving local delivery arrangements, by building on the Local Area Agreements (LAAs) and Safe and Strong Communities Fund to ensure that the Home Office and its policies are more responsive to the needs of local communities. Preparing for the introduction of LAA pilots in a further 40 areas for launch in 2006–07.

Modernising corporate support

2004–05	LATEST OUTTURN	2005–06
Beginning the move into our new HQ building at 2 Marsham Street from February 2005.	The move started on time and was completed in April 2005.	For transactional shared services (HR, procurement and finance): producing a business case, including the high-level design and revised functional operating model for the non-agency Department.
Ensuring the successful roll-out and implementation of the Adelphi finance, HR and procurement system.	The Adelphi finance system was successfully rolled out from May 2004. HR core modules rolled out July–October 2004. Procurement system phased in between August 2004 and April 2005.	

Changing the way we work

2004–05	LATEST OUTTURN	2005–06
<p>Increasing the representation of women in the SCS to 35 per cent and that of disabled staff to 3 per cent, with further improvements in that of ethnic minorities.</p> <p>Ensuring that correspondence is replied to within key target deadlines:</p> <ul style="list-style-type: none"> 95 per cent of public correspondence within 20 working days. 95 per cent of MPs' correspondence within 15 working days (IND and Prison Service 20 working days). 	<p>Women: 31 per cent Disabled: 2.4 per cent Ethnic minorities: 4.5 per cent</p> <p>Figures 2003–04. Those for 2004–05 will be published in the autumn.</p> <p>A performance level of 88 per cent for letters and 84 per cent for e-mails has been achieved by the core Home Office during 2004.</p> <p>Performance for MPs' correspondence:</p> <ul style="list-style-type: none"> 69 per cent for core Home Office. 30 per cent IND. 75 per cent Prison Service. 	<p>Continuing to roll out our five-year race and diversity programme to ensure sustained leadership on these issues across the Home Office Group, including by:</p> <ul style="list-style-type: none"> Delivering against Home Office diversity targets through Diversity Training and targeted Positive Action. Publishing a revised Race Equality Scheme and instituting associated training for Home Office staff. <p>Improving performance to ensure that correspondence is replied to within key target deadlines:</p> <ul style="list-style-type: none"> 95 per cent of public correspondence within 20 working days. 95 per cent of MPs' correspondence within 15 working days (20 working days in IND and Prison Service). Continue to work on improving the delivery of PQs as part of our three year step change plan.
<p>Continue to work on improving delivery of PQs as part of our three-year step change plan.</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>32 per cent of PQs were answered on time.</p> <p>After a disappointing start to the year following the roll out of electronic working, performance improved in the last two quarters with 39 per cent for Q3 and 47 per cent for Q4. It is hoped that this improvement will continue.</p> <p>Different targets are set for each campaign:</p> <ul style="list-style-type: none"> Could You? police recruitment campaign focused on better BME representation. 	

2004–05	LATEST OUTTURN	2005–06
	<ul style="list-style-type: none"> • The Special Constables Could you volunteer? campaign in 2003–04 achieved 1,500 new recruits, with a further 2,500 applications currently being processed. The Home Office is on track to have 14,000 Specials in service by 2006–07. • At the end of our Vehicle Crime Reduction Initiative, the National Audit Office reported that the campaign had achieved 93 per cent awareness among motorists. • The TOGETHER campaign to tackle anti-social behaviour was launched in January to encourage the public to call the TOGETHER number to report incidents in their area. 	

Supporting people

2004–05	LATEST OUTTURN	2005–06
<p>Improving the management of sickness absence and reducing the average number of days sickness against stated targets.</p>	<p>The average absence for the core Home Office was around nine working days per person.</p> <p>A new policy on attendance management was introduced across the core Department and IND with effect from January, with the intention of securing more effective control of this issue.</p>	<p>Continuing to take steps in the non-agency Department to reduce sickness absence including: better reporting through the Adelphi system; implementation of the new attendance management policy and support from HR in its operation; and overall management by the GEB. New reduction targets, reflecting better reporting, will be set for business areas for 2006–07.</p>
<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.</p>	<p>We have continued to improve and streamline our job-filling processes. The average time taken to identify candidates to fill vacant posts since 1 April 2004 is eight weeks, compared with just under nine weeks in 2003–04. This trend is improving.</p>	<p>Creating and beginning implementation of a new People Strategy.</p>

Delivering VFM improvements

2004–05	LATEST OUTTURN	2005–06
<p>Target 10: Increase value for money from the CJS, and the rest of the Home Office by 3 per cent and ensure annual efficiency gains by the police of at least 2 per cent.⁵</p>	<ul style="list-style-type: none"> • CJS: NOMS⁶ VFM gains of £123 million. • IND: £269 million gains from lower asylum support and from better procurement of IT. • HQ head count reductions freed up an estimated £31 million (annualised). • Central procurement and IT an estimated £28 million. • Police efficiency improvements totalled an estimated⁷ £266 million (more than 2 per cent). 	
<p>Delivery</p>		
<p>Increasing VFM across the Group by 1 per cent and free up funding from HQ costs for redeployment elsewhere.</p>	<p>See above for non-policing gains in VFM, which are equal to over 6 per cent of our resource spend.</p>	<p>Continuing to work towards our VFM target, with: police forces establishing a centre of excellence to identify and lead opportunities for collaborative procurement and also pursuing their targets to increase the time which officers spend on front-line policing; NOMS increasing contestability in the provision of custody and community sentences; IND implementing single-tier appeals and further renegotiation of old asylum accommodation contracts; and the Department making further progress towards its HQ head count reduction target.</p>

⁵ Of net police budgets, retained and recycled by police authorities

⁶ Prison and Probation Services

⁷ September 2004

2004–05	LATEST OUTTURN	2005–06
Delivery		
Police efficiency and prisons and probation VFM improvements of £193 million, £54 million and at least £17 million respectively.	Please see above.	
Supporting delivery by continuing to improve our performance information systems and knowledge of what works through high-quality research and science.	Scientific research and performance management teams at work in delivery areas.	Continuing to improve our performance information systems and knowledge of what works through high-quality research and science.

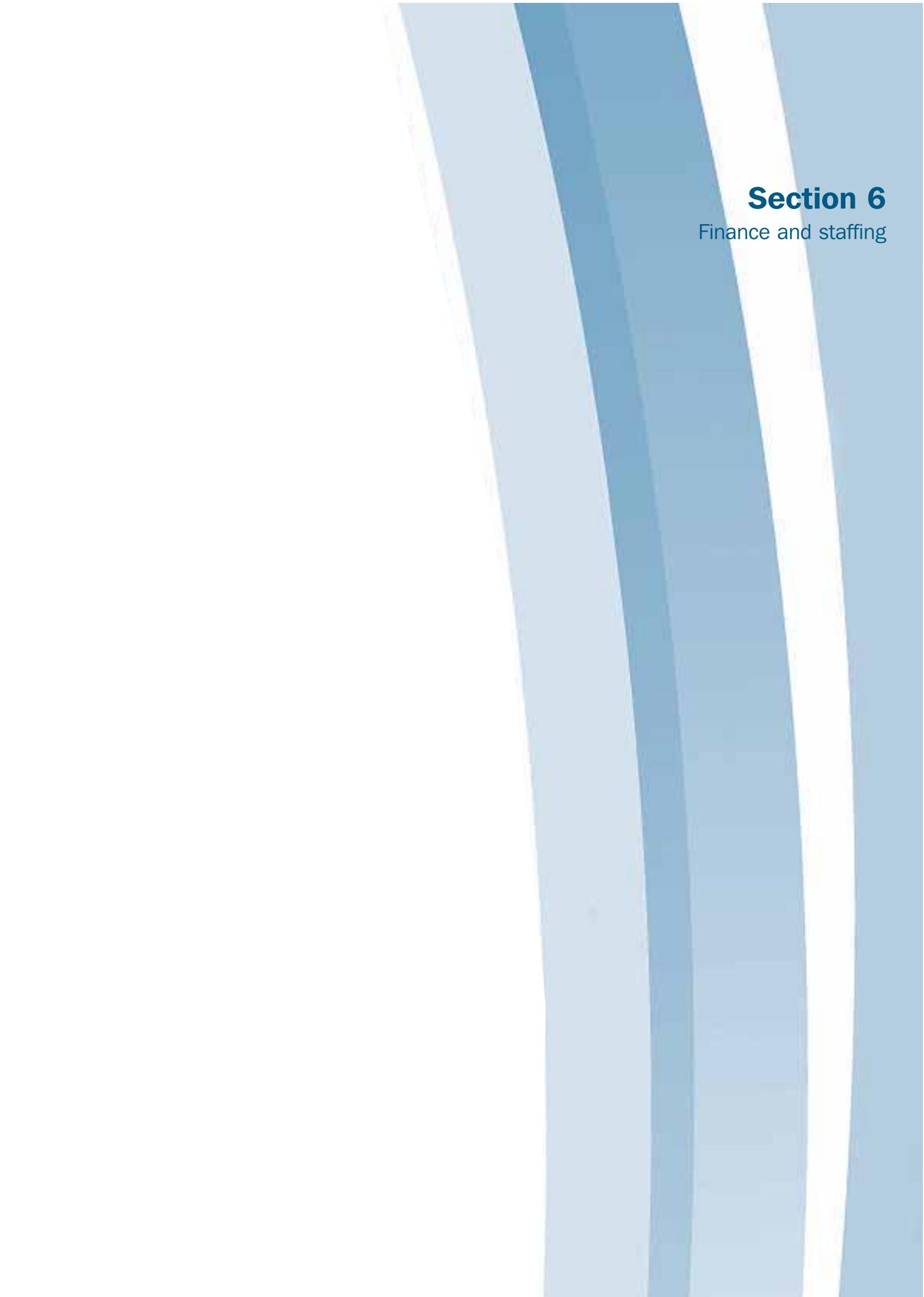
Spending Review 2000 target assessment

Target	Assessment
<p>1. Reduce the key recorded crime categories of:</p> <ul style="list-style-type: none"> • Vehicle crime by 30 per cent by 2004. • Domestic burglary by 25 per cent with no local authority area having a rate more than three times the national average, by 2005. • Robbery in our principal cities by 14 per cent by 2005. 	<p>This target was carried forward in the Spending Review 2002 (SR02) with some modifications:</p> <p>The vehicle crime and burglary targets have been included in the SR02 PSA1 although this uses the BCS rather than recorded crime.</p> <p>The target element for no local authority to have a rate more than three times the national average was superseded by SR02 Target 1 which includes a target to reduce the gap between the high-crime areas and the best performing comparable areas.</p> <p>The target to reduce robbery in our principal cities by 14 per cent by 2005 was superseded by the SR02 target to reduce robbery in SCI areas by 14 per cent from 1999–2000 to 2005.</p>
<p>2. Ensure by 2004 that the levels of fear of crime in the key categories of violent crime, burglary and car crime reported in the BCS are lower than the levels reported in the 2001 BCS.</p>	<p>Met.</p> <p>SR02 Target 1 also includes target to reduce fear of crime.</p>
<p>3. Reduce the economic cost of crime, as measured by an indicator to be developed by March 2001.</p>	<p>Met.</p> <p>Using BCS results, the change in the cost of crime between 1999 and 2003–04 was down by 12 per cent.</p>
<p>4. Disrupt 10 per cent more organised criminal enterprises.</p>	<p>Met.</p>
<p>5. Improve the level of public confidence in the CJS by 2004, including improving that of ethnic minority communities.</p>	<p>This target was superseded in SR02.</p> <p>Baselines for the SR2000 target were set using the BCS January 2001. Changes in survey design in the 2001–02 survey year mean that reliable comparison cannot be made between baseline and latest data.</p> <p>A new target to increase confidence was set in SR02 to 'Improve the level of public confidence in the CJS, including increasing that of ethnic minority communities' by 2005–06.</p>

Target	Assessment
<p>6. Increase the number and proportion of recorded crimes for which an offender is brought to justice.</p>	<p>This target has been superseded.</p> <p>Following falls in the number of offences brought to justice (see chart on page 47) this target was replaced in SR02 with a target to increase the number of crimes for which an offender is brought to justice to 1.2 million by 2005–06. This target was replaced in SR04 to bring 1.25 million offences to justice by 2007–08 and 1.15 million offences to justice by 2005–06. See <i>Strategic Plan for Criminal Justice</i> published in July 2004.</p>
<p>7. Improve by 5 percentage points the satisfaction of victims and witnesses with their treatment by the CJS by 2002 and thereafter at least maintain that level of performance.</p>	<p>Superseded by Target 4 in SR02. Performance is reported against the SR02 target.</p> <p>SR02 Target 4 includes target of ‘increasing year on year the satisfaction of victims and witnesses’.</p>
<p>8. Reduce by 2004, the time from arrest to sentence or other outcome by:</p> <ul style="list-style-type: none"> • Reducing the time from charge to disposal for all defendants, with a target to be specified by 31 March 2001. • Dealing with 80 per cent of youth court cases within their time targets; and halving from 142 to 71 days by 2002 the time taken from arrest to sentence for persistent young offenders and maintaining that level thereafter. 	<p>The target for halving the time from arrest to sentence for persistent young offenders was met.</p> <p>The other target elements have been superseded. Ministers agreed that each LCJB would set timeliness targets for their individual area, with no overall national target. These LCJB targets have been further developed and, in 2004–05, timeliness forms part of the LCJB considerations in relation to ineffective trials.</p>
<p>9. Reduce the rate of reconviction:</p> <ul style="list-style-type: none"> • Of all offenders punished by imprisonment or community supervision by 5 per cent by 2004 compared with the predicted rate. • Of all young offenders by 5 per cent by 2004 compared with the predicted rate. 	<p>This target is on track.</p> <p>Young offenders: figures for the first quarter of 2003 show a 4.9 per cent reduction in offending relative to 1997.</p> <p>Adults: figures for the first quarter of 2001 show a 2.9 per cent reduction in offending relative to 1997.</p> <p>The SR02 Target 5 includes a similar target by 2006 to ‘protect the public and reduce reoffending by 5 per cent: for young offenders, for both adults sentenced to imprisonment and adults sentenced to community sentences’. The SR2000 Target 10 is now being measured on the same basis to ensure consistency; the target date remains 2004.</p>

Target	Assessment
10. Maintain the current low rates of prisoner escapes including no category A escapes.	Met. Carried forward to SR02 target. Performance is reported against the SR02 target. SR02 Target 5 includes target 'to maintain the current low rate of prisoner escapes, including category A escapes'.
11. Reduce the proportion of people under the age of 25 reporting the use of Class A drugs by 25 per cent by 2005 (and by 50 per cent by 2008).	This target was superseded in SR02. Performance is reported against the SR02 target of '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'.
12. Reduce the levels of repeat offending among drug-misusing offenders by 25 per cent by 2005 (and 50 per cent by 2008).	This target was not carried forward in SR02. Instead, SR02 Target 6 includes a target to reduce drug related crime and Target 5 includes a target to reduce reoffending.
13. Ensure that, by 2004, 75 per cent of substantive asylum applications are decided within two months.	This target was carried forward in SR02. Performance is reported against the SR02 Target 7: 'ensuring by 2004 that 75 per cent of substantive asylum applications are decided within two months'.
14. Enforce the immigration laws more effectively by removing a greater proportion of failed asylum seekers.	This target was superseded in SR02. Performance is reported against the SR02 target: 'enforcing the immigration laws more effectively by removing a greater proportion of failed asylum seekers'.
15. Make substantial progress by 2004 towards 1 million more people being actively involved in their communities.	Met. Increasing community participation remains a priority in SR02 Target 8 and SR04 Target 6.
16. Promote race equality, particularly in the provision of public services such as education, health, law and order, housing and local government, and measure progress by the annual publication of <i>Race Equality in Public Services</i> , a set of race equality performance indicators across the public sector, and achieve representative workforces in the Home Office and its agencies.	This target was carried forward in SR02 with some modifications: SR02 Target 9 is to '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.' This includes targets for achieving representative workforces.
17. Ensure annual efficiency gains by the police forces are worth in total at least 2 per cent of overall police spending in that year.	This target was carried forward in SR02. Performance is reported against the SR02 Target 10 to 'Increase value for money from the CJS, and the rest of the Home Office, by 3 per cent; and ensure annual efficiency gains by the police of at least 2 per cent.'





Section 6

Finance and staffing

Finance and staffing

This section sets out how the Department is financed and staffed to deliver its objectives.

The tables are intended to be clear and understandable and to focus on the delivery of objectives and functions rather than control frameworks. Finance figures reflect those in the HM Treasury database, as at February 2005. More technical budgetary material is presented in Supplementary Budgetary Information which accompanies the Home Office Main Estimate.

Unless otherwise specified figures in the finance tables are denominated in £'000.

Table 6.1 provides a summary of all general government spending in the areas of Home Office responsibility. It shows the resource and capital budget spending by Home Office Strategic Objective.

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 6.2 and **6.3** provide a fuller breakdown of the resource and capital spending plans shown in Table 6.1. They show what activities the Department spends money on, i.e. a functional breakdown of spending, grouped by Strategic Objective.

Table 6.4 sets out the capital employed across the Home Office Departmental Group. It includes that by agencies and NDPBs but excludes that by bodies such as police authorities, whose accounts are not consolidated within those of the Department.

Table 6.5 shows the administration costs of the Home Office. This excludes front-line activities such as prison establishments and immigration work at ports and associated casework to provide a clearer picture of headquarters and back-office activities.

Tables 6.6, 6.7 and **6.8** attribute spend across geographical regions. Most expenditure is not planned or allocated on a regional basis, and these tables therefore show the regional outcome of spend, based on that published in *Public Expenditure Statistical Analysis*. It is a subset of total Home Office spend: identifiable expenditure on services which is capable of being analysed as being for the benefit of individual regions. The functional categories used in Table 6.8 are the standard United Nations Classifications of the Functions of Government categories, rather than the Home Office Strategic Objectives and functions reported in the previous tables.

Tables 6.9 and **6.10** provide an analysis of Home Office total staffing, including the operations of the Prison Service and the Immigration and Nationality Directorate.

Table 6.11 provides an analysis of Senior Civil Service numbers by payband.

Table 6.12 details public appointments.

Table 6.1: Total public spending for the Home Office

Resource	1999–2000 Outturn	2000–01 Outturn	2001–02 Outturn	2002–03 Outturn	2003–04 Outturn	2004–05 Estimated outturn	2005–06 Plans	2006–07 Plans	2007–08 Plans
Strategic Objective									
People are and feel more secure in their homes and daily lives	3,958,060	4,179,476	4,924,613	6,953,548	5,702,597	5,885,529	6,160,445	6,512,607	6,896,451
More offenders are caught, punished and stop offending, and victims are better supported	2,754,440	3,046,681	3,876,424	3,906,823	3,754,008	3,997,582	4,341,382	4,562,430	4,805,445
Fewer people's lives are ruined by drugs and alcohol	0	0	1,825	80,619	96,351	222,006	196,011	203,303	209,363
Migration is managed to the benefit of the UK while preventing abuse of the immigration laws and of the asylum system	794,735	1,336,399	1,625,430	1,851,163	1,875,132	1,671,193	1,517,994	1,484,513	1,458,816
Citizens, communities and the voluntary sector are more fully engaged in tackling social problems and there is more equality of opportunity and respect for people of all races and religions	96,885	75,947	57,248	93,791	86,650	200,779	222,089	205,814	236,703
Central services	133,163	173,140	215,510	238,573	208,873	269,851	306,569	339,288	382,288
Total	7,737,283	8,811,643	10,701,050	13,124,517	11,723,611	12,246,940	12,744,490	13,307,955	13,989,066
of which:									
Resource DEL	7,425,579	8,811,027	10,528,084	11,111,052	11,683,359	12,246,109	12,742,784	13,307,080	13,988,191
Capital									
People are and feel more secure in their homes and daily lives	182,155	202,985	230,341	425,614	544,800	458,637	621,186	688,101	611,601
More offenders are caught, punished and stop offending, and victims are better supported	182,097	111,435	187,072	274,250	257,217	473,385	362,430	328,430	359,430
Fewer people's lives are ruined by drugs and alcohol	0	0	0	0	0	4,168	3,300	3,300	3,300
Migration is managed to the benefit of the UK while preventing abuse of the immigration laws and of the asylum system	23,351	83,703	149,136	28,939	122,585	126,252	171,900	138,100	116,000
Citizens, communities and the voluntary sector are more fully engaged in tackling social problems and there is more equality of opportunity and respect for people of all races and religions	288	317	6,931	106	266	284	284	284	284
Central services	6,500	3,703	1,680	12,506	1,849	3,053	2,400	66,285	203,885
Total	394,391	402,143	575,160	741,415	926,717	1,065,779	1,161,500	1,224,500	1,294,500

Local authority spending on police and other functions relevant to the Home Office

	1999–2000 Outturn	2000–01 Outturn	2001–02 Outturn	2002–03 Outturn	2003–04 Outturn	2004–05 Estimated outturn
Current spending	8,064,543	8,332,062	8,539,553	8,995,641	9,915,661	10,555,530
of which:						
Financed by grants from the Home Office	4,118,854	4,325,732	4,123,154	4,154,664	4,481,412	4,723,933
Capital spending	183,112	199,051	287,026	355,983	471,728	617,080
of which:						
Financed by grants from the Home Office	161,337	160,405	133,030	326,531	387,817	234,992

Table 6.2: Resource budget for the Home Office

	1999–2000 Outturn	2000–01 Outturn	2001–02 Outturn	2002–03 Outturn	2003–04 Outturn	2004–05 Estimated outturn	2005–06 Plans	2006–07 Plans	2007–08 Plans
People are and feel more secure in their homes and daily lives	3,958,060	4,179,476	4,924,613	6,953,548	5,702,597	5,885,529	6,160,445	6,512,607	6,896,451
Police (inc grants)	3,881,183	4,107,007	4,632,508	6,324,526	5,062,203	5,155,594	5,206,045	5,527,503	5,873,347
Crime reduction	0	0	172,282	195,732	99,264	117,711	196,601	212,388	217,388
Criminal Records Bureau	0	0	31,100	31,768	7,359	2,700	0	0	0
Firearms Compensation	6,063	100	277	63	0	0	0	0	0
Police Information Technology Organisation	41,470	38,534	27,636	60,480	121,295	182,730	224,664	223,664	223,664
Police Complaints Authority	6,874	3,989	4,808	7,915	5,395	0	0	0	0
Independent Police Complaints Commission	0	0	0	0	10,390	23,040	28,521	23,121	23,121
Central Police Training and Development Agency	0	0	0	90,304	93,246	74,830	82,777	81,777	81,777
Organised crime and counter-terrorism	22,470	29,846	56,002	29,807	58,472	78,492	193,624	188,841	221,841
National Criminal Intelligence Service	0	0	0	72,589	82,432	86,554	80,013	0	0
National Crime Squad	0	0	0	140,364	162,541	163,878	148,200	0	0
Serious Organised Crime Agency	0	0	0	0	0	0	0	245,313	245,313
More offenders are caught, punished and stop offending, and victims are better supported	2,754,440	3,046,681	3,876,424	3,906,823	3,754,008	3,997,582	4,341,382	4,562,430	4,805,445
Correctional Services	0	0	0	0	12,359	86,035	251,858	283,219	404,683
Youth Justice Board	36,566	218,250	290,264	350,146	358,946	361,763	391,597	394,520	404,043
Probation	349,140	412,255	788,863	936,821	815,100	842,862	984,015	1,073,737	1,110,090
Prison Service	2,015,207	2,019,189	2,123,725	2,279,746	2,300,609	2,408,783	2,414,601	2,507,487	2,591,162
Criminal Cases Review Commission	5,752	5,637	5,820	12,049	7,729	7,662	7,743	7,543	7,443
Criminal Injuries Compensation Authority	227,332	231,061	567,362	238,297	195,247	184,259	184,464	188,564	181,114
Criminal Justice	120,443	160,289	100,390	89,764	64,018	106,218	107,104	107,360	106,910
Fewer people's lives are ruined by drugs and alcohol	0	0	1,825	80,619	96,351	222,006	196,011	203,303	209,363
Drugs	0	0	1,825	80,619	96,351	222,006	196,011	203,303	209,363
Migration is managed to the benefit of the UK while preventing abuse of the immigration laws and of the asylum system	794,735	1,336,399	1,625,430	1,851,163	1,875,132	1,671,193	1,517,994	1,484,513	1,458,816
Office of the Immigration Service Commissioner	0	806	3,109	3,610	3,275	3,862	3,974	4,107	4,205
Immigration and Nationality Directorate	781,977	1,332,030	1,626,207	1,858,883	1,895,079	1,673,225	1,514,015	1,480,406	1,454,611
UK Passport Service	-1,639	-9,845	-3,886	-11,350	-23,222	-5,894	5	0	0
Kosovan evacuees	14,397	13,408	0	20	0	0	0	0	0
Citizens, communities and the voluntary sector are more fully engaged in tackling social problems and there is more equality of opportunity and respect for people of all races and religions	96,885	75,947	57,248	93,791	86,650	200,779	222,089	205,814	236,703
Community Development Foundation	903	938	920	965	1,190	1,393	1,437	1,437	1,437
Commission for Racial Equality	16,604	16,754	19,356	25,184	18,761	29,851	18,851	18,751	18,751
Community Policy Directorate	79,378	58,255	36,972	67,642	66,560	102,674	143,801	155,626	186,515
Futurebuilders	0	0	0	0	139	66,861	58,000	30,000	30,000
Central services	133,163	173,140	215,510	238,573	208,873	269,851	306,569	339,288	382,288
Central services	116,646	147,712	185,587	206,586	179,219	215,725	205,435	209,035	209,035
Research and Statistics Directorate	16,517	25,428	29,923	31,987	29,654	54,126	35,673	35,673	35,673
Departmental unallocated provision	0	0	0	0	0	0	65,461	94,580	137,580
Total	7,737,283	8,811,643	10,701,050	13,124,517	11,723,611	12,246,940	12,744,490	13,307,955	13,989,066
of which:									
Resource DEL	7,425,579	8,811,027	10,528,084	11,111,052	11,683,359	12,246,109	12,742,784	13,307,080	13,988,191

Table 6.3: Capital budget for the Home Office

	1999–2000 Outturn	2000–01 Outturn	2001–02 Outturn	2002–03 Outturn	2003–04 Outturn	2004–05 Estimated outturn	2005–06 Plans	2006–07 Plans	2007–08 Plans
People are and feel more secure in their homes and daily lives	182,155	202,985	230,341	425,614	544,800	458,637	621,186	688,101	611,601
Police (inc grants)	167,266	149,780	170,048	368,210	392,707	273,049	395,086	440,001	373,501
Crime reduction	0	250	9,618	0	6,000	0	34,000	39,000	44,000
Criminal Records Bureau	0	0	78	0	0	0	0	0	0
Police Information Technology Organisation	14,725	52,613	46,367	14,833	90,549	103,823	94,200	107,700	107,700
Police Complaints Authority	130	0	102	182	62	0	0	0	0
Independent Police Complaints Commission	0	0	0	0	10,449	2,000	1,000	0	0
Central Police Training and Development Agency	0	0	0	2,968	14,271	18,721	18,900	18,900	18,900
Organised crime and counter-terrorism	34	342	4,128	10,157	2,458	40,044	65,000	42,000	42,000
National Criminal Intelligence Service	0	0	0	20,823	13,162	13,000	5,000	0	0
National Crime Squad	0	0	0	8,441	15,142	8,000	8,000	0	0
Serious Organised Crime Agency	0	0	0	0	0	0	0	40,500	25,500
More offenders are caught, punished and stop offending, and victims are better supported	182,097	111,435	187,072	274,250	257,217	473,385	362,430	328,430	359,430
Correctional Services	0	0	0	0	0	103,648	81,464	0	57,000
Youth Justice Board	3,675	0	6,689	22,785	8,458	53,438	25,000	30,000	20,000
Probation	16,907	15,975	22,719	15,393	19,035	24,969	32,000	32,000	32,000
Prison Service	161,115	95,040	156,395	230,629	202,073	275,418	182,430	224,894	208,894
Criminal Cases Review Commission	0	0	203	546	811	0	0	0	0
Criminal Injuries Compensation Authority	400	410	143	938	1,769	205	0	0	0
Criminal Justice	0	10	923	3,959	25,071	15,878	41,536	41,536	41,536
Fewer people's lives are ruined by drugs and alcohol	0	0	0	0	0	4,168	3,300	3,300	3,300
Drugs	0	0	0	0	0	4,168	3,300	3,300	3,300
Migration is managed to the benefit of the UK while preventing abuse of the immigration laws and of the asylum system	23,351	83,703	149,136	28,939	122,585	126,252	171,900	138,100	116,000
Office of the Immigration Service Commissioner	0	714	63	31	369	30	0	0	0
Immigration and Nationality Directorate	21,380	72,595	142,495	28,908	111,202	120,222	113,000	109,000	95,000
UK Passport Service	1,971	10,394	6,578	0	11,014	6,000	58,900	29,100	21,000
Citizens, communities and the voluntary sector are more fully engaged in tackling social problems and there is more equality of opportunity and respect for people of all races and religions	288	317	6,931	106	266	284	284	284	284
Community Development Foundation	15	15	17	15	21	21	21	21	21
Commission for Racial Equality	250	236	277	91	245	249	249	249	249
Community Policy Directorate	23	66	6,637	0	0	14	14	14	14
Central services	6,500	3,703	1,680	12,506	1,849	3,053	2,400	36,285	169,885
Central services	6,385	3,522	1,598	12,462	1,849	1,000	1,000	2,000	2,000
Research and Statistics Directorate	115	181	82	44	0	2,053	1,400	1,400	1,400
Departmental unallocated provision	0	0	0	0	0	0	0	62,885	200,485
Total	394,391	402,143	575,160	741,415	926,717	1,065,779	1,161,500	1,224,500	1,294,500

Table 6.4: Home Office capital employed

	1999–2000 Outturn	2000–01 Outturn	2001–02 Outturn	2002–03 Outturn	2003–04 Outturn	2004–05 Estimated outturn	2005–06 Plans	2006–07 Plans	2007–08 Plans
Assets on balance sheet at start of year:									
Fixed assets									
Intangible	0	0	40,359	64,863	37,077	37,077	37,077	37,077	37,077
Tangible	4,738,342	5,332,886	5,695,148	5,665,534	6,347,903	7,013,935	7,647,183	8,124,172	8,679,666
of which:									
Land and buildings	4,602,481	5,193,231	5,541,835	5,468,574	6,139,907	6,646,164	7,229,664	7,661,931	8,175,724
Plant and machinery	31,507	117,527	126,344	154,920	130,950	231,541	262,862	291,018	317,272
Vehicles	19,873	14,352	16,081	5,909	7,466	13,201	14,987	16,592	18,089
Computers	84,481	7,776	10,888	36,131	69,580	123,029	139,671	154,632	168,582
Investments	27,605	61,827	40,035	40,306	37,241	37,241	37,241	37,241	37,241
Current assets	773,699	469,552	280,793	506,495	520,803	518,625	531,591	544,881	558,503
Creditors (< 1 year)	-868,484	-777,442	-723,144	-1,105,166	-912,786	-1,183,362	-1,228,889	-1,282,488	-1,346,668
Creditors (> 1 year)	0	-238,054	-297,354	-287,981	-284,531	-308,357	-320,220	-334,187	-350,911
Provisions	-248,675	-74,364	-78,979	-94,556	-484,249	-99,343	-101,826	-104,372	-106,981
Capital employed within main Department	4,422,487	4,774,405	4,956,858	4,789,495	5,261,458	6,015,816	6,602,156	7,022,324	7,507,926
NDPB net assets	94,789	99,788	-180,317	-72,463	-4,889	167,666	282,158	417,282	509,204
Public corporation net assets	-5,881	-3,703	0	0	0	0	0	0	0
Total capital employed in Departmental Group	4,511,395	4,870,490	4,776,541	4,717,032	5,256,569	6,183,482	6,884,314	7,439,606	8,017,131

Table 6.5: Home Office administration costs

	1999–2000 Outturn	2000–01 Outturn	2001–02 Outturn	2002–03 Outturn	2003–04 Outturn	2004–05 Estimated outturn	2005–06 Plans	2006–07 Plans	2007–08 Plans
Summary									
Gross administration costs:									
Paybill	216,088	237,945	325,773	324,902	420,117	404,957	372,475	359,581	359,581
Other	322,023	388,738	580,995	502,683	467,494	543,544	541,332	480,633	475,327
Total gross administration costs	538,111	626,683	906,768	827,585	887,611	948,501	913,807	840,214	834,908
Related administration cost receipts	-99,179	-131,577	-157,254	-193,464	-263,422	-289,784	-215,136	-202,775	-197,469
Total administration cost	438,932	495,106	749,514	634,121	624,189	658,717	698,671	637,439	637,439
Analysis by activity:									
People are and feel more secure in their homes and daily lives	92,743	114,444	296,706	99,828	106,443	115,883	103,468	65,084	65,084
More offenders are caught, punished and stop offending, and victims are better supported	154,460	169,956	176,369	193,673	195,021	187,248	185,747	178,551	178,551
Fewer people's lives are ruined by drugs and alcohol	0	0	0	14,851	15,664	14,413	13,700	13,084	13,084
Migration is managed to the benefit of the UK while preventing abuse of the immigration laws and of the asylum system	73,561	80,273	97,737	104,056	108,095	117,913	121,290	115,590	115,590
Citizens, communities and the voluntary sector are more fully engaged in tackling social problems and there is more equality of opportunity and respect for people of all races and religions	9,290	11,306	8,551	10,325	12,190	17,691	20,355	20,066	20,066
Central services	108,878	119,127	170,151	211,388	186,776	205,569	254,111	245,064	245,064
Total administration cost	438,932	495,106	749,514	634,121	624,189	658,717	698,671	637,439	637,439

Table 6.6: Home Office identifiable expenditure on services, by country and region

	1999–2000 Outturn	2000–01 Outturn	2001–02 Outturn	2002–03 Outturn	2003–04 Outturn	2004–05 Estimated outturn	2005–06 Plans	2006–07 Plans	2007–08 Plans
North East	48.2	66.2	137.9	249.4	178.7	202.2	191.7	186.2	185.9
North West	116.1	142.1	347.3	622.7	459.2	516.6	492.0	478.6	477.7
Yorkshire and Humberside	67.3	90.9	229.9	418.8	305.5	342.6	325.5	315.9	315.2
East Midlands	47.3	57.9	159.4	315.2	225.7	240.8	230.3	222.4	221.8
West Midlands	59.7	81.1	208.5	390.5	283.7	342.9	326.6	316.3	315.5
South West	44.3	55.5	152.6	318.2	225.2	264.7	251.3	242.7	242.3
Eastern	37.4	49.1	149.5	328.6	227.8	269.7	256.4	247.0	246.4
London	165.9	237.6	484.3	1,025.1	680.9	789.8	753.2	732.9	729.4
South East	58.4	77.0	223.5	495.4	338.8	396.6	379.7	365.9	365.1
Total England	644.6	857.3	2,092.9	4,163.9	2,925.5	3,366.0	3,206.7	3,107.8	3,099.4
Scotland	34.0	37.2	44.2	31.8	33.8	29.6	33.6	33.5	33.5
Wales	32.7	37.0	121.0	232.4	167.2	194.0	186.3	181.0	180.7
Northern Ireland	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total UK identifiable expenditure	711.3	931.6	2,258.1	4,428.1	3,126.5	3,589.6	3,426.6	3,322.3	3,313.6
Outside UK	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total identifiable expenditure	711.3	931.6	2,258.1	4,428.1	3,126.5	3,589.6	3,426.6	3,322.3	3,313.6
Non-identifiable expenditure	2,830.0	3,464.0	3,940.0	4,123.0	4,640.0	4,629.2	5,070.0	5,710.0	6,386.5
Total expenditure on services	3,541.3	4,395.6	6,198.1	8,551.1	7,766.5	8,218.8	8,496.6	9,032.3	9,700.1

Table 6.7: Home Office identifiable expenditure on services, by country and region, £ per head

	1999–2000 Outturn	2000–01 Outturn	2001–02 Outturn	2002–03 Outturn	2003–04 Outturn	2004–05 Estimated outturn	2005–06 Plans	2006–07 Plans	2007–08 Plans
North East	18.9	26.0	54.3	98.3	70.4	79.7	75.7	73.6	73.6
North West	17.1	21.0	51.3	91.8	67.5	75.8	72.1	70.1	69.8
Yorkshire and Humberside	13.6	18.3	46.2	83.9	61.0	68.2	64.6	62.6	62.2
East Midlands	11.4	13.9	38.0	74.6	53.1	56.3	53.6	51.5	51.1
West Midlands	11.3	15.4	39.5	73.6	53.3	64.3	61.1	59.1	58.8
South West	9.1	11.3	30.9	64.1	45.1	52.6	49.6	47.6	47.2
Eastern	7.0	9.1	27.7	60.6	41.7	49.0	46.3	44.3	43.9
London	23.2	32.8	66.1	139.1	92.2	106.3	100.8	97.4	96.4
South East	7.3	9.6	27.9	61.6	41.9	48.8	46.5	44.6	44.2
Total England	13.1	17.4	42.3	83.9	58.7	67.2	63.8	61.6	61.1
Scotland	6.7	7.4	8.7	6.3	6.7	5.8	6.6	6.6	6.6
Wales	11.3	12.7	41.6	79.5	56.9	65.7	62.7	60.7	60.5
Northern Ireland	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total UK identifiable expenditure	12.1	15.8	38.2	74.6	52.5	60.0	57.1	55.1	54.8

Table 6.8: Home Office identifiable expenditure on services by function, country and region, for 2003–04

	North East	North West	Yorkshire and Humberside	East Midlands	West Midlands	South West	Eastern	London	South East	England	Scotland	Wales	Northern Ireland	UK identifiable expenditure	Outside UK	Total identifiable expenditure	Not identifiable	£ millions totals
Home Office																		
General public services																		
Public and common services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total general public services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Defence																		
Civil defence	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total defence	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Public order and safety																		
Administration of justice	75.0	197.3	124.5	83.3	105.9	77.3	72.9	209.9	103.8	1,049.8	33.5	71.7	0.0	1,154.9	0.0	1,154.9	0.0	1,154.9
Fire	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Immigration and citizenship	3.8	6.5	6.4	3.5	6.7	1.2	1.5	17.4	2.4	49.4	0.0	1.4	0.0	50.8	0.0	50.8	1,865.0	1,915.8
Other public order and safety	4.1	11.1	7.6	6.1	8.7	7.4	7.0	13.3	10.6	16.0	0.3	3.7	0.0	80.0	0.0	80.0	254.0	334.0
Police	84.8	221.4	150.0	120.1	147.1	125.6	132.5	412.8	200.5	1,594.7	0.0	83.5	0.0	1,678.2	0.0	1,678.2	0.0	1,678.2
Prisons and offender programmes	9.0	17.7	13.3	9.9	11.9	10.8	10.8	17.0	16.8	117.2	0.0	5.0	0.0	122.2	0.0	122.2	2,521.0	2,643.2
Total public order and safety	176.7	453.9	301.9	222.8	280.3	222.3	224.7	670.4	334.1	2,887.1	33.8	165.2	0.0	3,086.1	0.0	3,086.1	4,640.0	7,726.1
Recreation, culture and religion																		
Sport and recreation	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total recreation, culture and religion	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Social protection																		
Public sector occupational pensions	2.0	5.3	3.6	2.8	3.4	2.9	3.1	10.5	4.7	38.3	0.0	2.0	0.0	40.3	0.0	40.3	0.0	40.3
Total social protection	2.0	5.3	3.6	2.8	3.4	2.9	3.1	10.5	4.7	38.3	0.0	2.0	0.0	40.3	0.0	40.3	0.0	40.3
Total for Home Office	178.7	459.2	305.5	225.7	283.7	225.2	227.8	680.9	338.8	2,925.5	33.8	167.2	0.0	3,126.5	0.0	3,126.5	4,640.0	7,766.5

Reconciliation to DEL:

Finance to local authorities	4,582.0
Non-cash items included in DEL	357.0
Other items not in total expenditure on services	-45.0
Public corporation capital expenditure	-9.0
Total DEL and AME	12,651.5

Made up of:

Resource DEL	11,683.0
Resource AME	40.0
Capital DEL	927.0

Table 6.9: Staff numbers 2004–05⁸

	Staff	Overtime	Casuals	Total
Crime Reduction and Community Safety Group (CRCSG) ⁹	1,250	61	8	1,319
Communities Group (CG) ¹⁰	306	0	12	318
Immigration and Nationality Directorate (IND) ¹¹	14,658	143	201	15,002
Office for Criminal Justice Reform (OCJR) ¹²	381	0	6	387
National Offender Management Service (NOMS) ¹³	684	14	16	714
Human Resources (HR) (including pay and pensions)	591	0	66	657
Resources and Performance Group (RPG) ¹⁴	524	0	132	656
Permanent Secretary's Group (PSG) ¹⁵	922	1	30	953
Total	19,316	219	471	20,006
Prison Service ¹⁶	46,015	760	1,275	48,050
UK Passport Service	2,772	1	50	2,822
Forensic Science Service	2,399	21	7	2,427
Total Home Office	70,502	1,001	1,803	73,306

⁸ Rolling five quarter average figures 1 April 2004 to 1 April 2005

⁹ Includes Police Scientific Development Branch (PSDB)

¹⁰ Includes former Strategic Support Group (SSG) and other Returns (RDAT, Network, REA)

¹¹ Overtime figure excludes Immigration Service overtime because this cannot be separated from other premium payments, e.g. for weekend working

¹² Formerly Criminal Justice Group

¹³ Includes staff transferred from Correctional Services Group (CSG) and National Probation Directorate (NPD)

¹⁴ Previously Corporate Development and Services Directorate (CDS) and Performance and Finance Directorate (PFD)

¹⁵ Includes Legal Advisor's Group (LAB), Communications Directorate (CD), Private Office/Ministerial Secretariat and Research Development and Statistics (RDS)

¹⁶ Overtime figures include the contract supplementary hours scheme for the first time

The figures included in Table 6.9 and 6.10 include headquarters staff savings of 876 FTE (see page 86) and the impact of achieving our target of 2,700 FTE. These are reflected in the central Home Office and HM Prison Service lines, as is increased staffing in frontline services, such as prison and immigration officers. The tables are, however, compiled on a different technical basis to our HQ staffing target, for instance focusing on civil servant numbers rather than total number of posts, and on the basis of a 15 month rolling average. ONS manpower statistics, used to measure permanent civil service numbers, are based on staff numbers on the final day of each quarter.

Table 6.10: Staff numbers 1999–2000 to 2007–08

(Staff years)	1999–2000 Outturn	2000–01 Outturn	2001–02 Outturn	2002–03 Outturn	2003–04 Estimated outturn*	2004–05 Estimated outturn	2005–06 Plans	2006–07 Plans	2007–08 Plans
Home Office Central¹⁷									
(Gross control area)									
Civil Service FTEs ¹⁸	8,182	13,204	13,204	14,909	17,976	19,316	19,878	18,873	18,795
Overtime	429	425	102	145	167	219	161	158	156
Casuals	301	280	296	308	354	471	383	315	310
Total	8,912	11,611	13,602	15,363	18,497	20,006	20,422	19,346	19,261
Prison Service									
(Gross control area) ¹⁹									
Civil Service FTEs	39,149	41,609	42,057	42,570	44,431	46,015	46,296	47,302	47,302
Overtime	829	808	–	532	632	760	760	760	760
Casuals	1,317	1,067	1,116	1,367	1,403	1,275	1,352	1,381	1,381
Total	41,295	43,484	43,173	44,470	46,466	48,050	48,408	49,443	49,443
United Kingdom Passport Service									
(Gross control area) ²⁰									
Civil Service FTEs	900	1,690	2,132	2,845	2,736	2,772	3,442	3,442	3,442
Overtime	147	109	–	3	5	1	1	1	1
Casuals	300	532	166	19	21	50	50	50	50
Total	1,347	2,331	2,298	2,867	2,762	2,823	3,493	3,473	3,473
Forensic Science Service									
Civil Service FTEs	1,615	1,469	2,376	2,506	2,570	2,399	2,400	2,300	2,250
Overtime	42	10	89	81	18	21	0	85	0
Casuals	55	60	17	12	6	7	0	0	0
Total	1,712	1,539	2,482	2,600	2,594	2,427	2,400	2,385	2,250
Fire Service College									
(Trading Fund) ²¹									
Civil Service FTEs									
Overtime	195	160	113	–	–	–	–	–	–
Casuals		8	6	–	–	–	–	–	–
Total		168	119	–	–	–	–	–	–
Civil Service FTEs	50,041	59,930	59,927	62,833	67,713	70,502	72,016	71,897	71,769
Overtime	1,447	191	191	760	822	1,001	922	1,004	917
Casuals	1,973	1,595	1,608	1,706	1,783	1,803	1,785	1,746	1,741
Total Home Office	53,461	61,715	61,726	65,299	70,319	73,306	74,723	74,647	74,427

¹⁷ Reduction in 1998–99 due in part to PITO becoming an NDPB and NCIS becoming a Service Authority on 1 April 1998. Apparent reduction in overtime figures 2001–02 due to a more detailed overtime return from Immigration and Nationality Directorate

¹⁸ Full-time equivalents

¹⁹ HM Prison Service overtime figures include the contract supplementary hours scheme for the first time

²⁰ UKPS will open 70 new offices throughout the mainland to meet the requirements for its application by interview (ABI) commitments and the forward projections include phase 1 of this project. No allowance has been made for future requirements arising from the Identity Card Scheme beyond 2005

²¹ Fire Service College ceased to be part of the Home Office following the machinery of government changes of 8 June 2001. The figures given for 2001–02 are end-period FTE actuals and not five quarter Treasury averages

Table 6.11: Senior Civil Service – paybands and numbers

Payband 1 = 179 Payband 2 = 49 Payband 3 = 9 Permanent Secretary = 3

SCS pay ranges from 1 April 2004

Payband	Minimum £	Progression target rate (PTR) £	Recruitment and performance ceiling (RPC) £
1	53,451	74,298	112,248
2	73,762	99,419	155,008
3	90,867	129,352	192,424
		Minimum	Maximum
Permanent Secretary		121,100	256,550

Table 6.12: Public appointments

Details of appointments made in 2004 to NDPBs 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#.

The details are given as: name of appointee, length of term, full time/part time and remuneration.

Executive NDPBs

CENTREX (Central Police Training and Development Authority)

Dr Zsuzsanna Adler	Member	01/04/2004 to 29/10/2004 resignation	Part time	£5,000 per annum
Mr Graham Baskerville	Association of Police Authorities representative	01/04/2004 to 28/03/2004	Part time	£5,000 per annum
Dr Mary Benwell	Member	01/04/2004 to 28/03/2004	Part time	£5,000 per annum
Dr Bob Chiltern	Member	01/04/2004 to 28/03/2004	Part time	£5,000 per annum

Community Development Foundation (Trustees)

Tom Levitt (MP)	Chair	11/06/2004 to 31/12/2006	Part time	Expenses only
Suhail Aziz*	Member	01/01/2004 to 31/12/2006	Part time	Expenses only
Paul Burstow (MP)	Member	01/01/2004 to 31/12/2006	Part time	Expenses only
Andrew Robinson*	Member	01/01/2004 to 31/12/2006	Part time	Expenses only

Commission for Racial Equality

Mohammed Aziz	Commissioner	01/02/2004 to 31/01/2008	Part time	£3,200
Julia Chain	Commissioner	01/02/2004 to 31/01/2008	Part time	£3,200
Dexter Hutt	Commissioner	01/04/2004 to 31/03/2008	Part time	£3,200
Kamaljeet Jandu*	Commissioner	02/05/2004 to 31/03/2008	Part time	£3,200
Digby Jones	Commissioner	01/02/2004 to 31/01/2008	Part time	£3,200
Charles Smith	Commissioner	01/04/2004 to 31/03/2008	Part time	£3,200

Criminal Cases Review Commission

Penny Barrett	Member	07/06/2004 to 06/06/2009	Full time	£78,431
Alastair McGregor	Member	24/05/2004 to 23/05/2009	Full time	£78,431

Independent Police Complaints Commission and Office of the Immigration Services Commissioner

No appointments or re-appointments made in 2004

Table 6.12: Public appointments (continued)

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

The membership for both Service Authorities is:

Paul Lever*	Chair	01/04/2004 to 31/03/2006	Part time	Expenses only
Caroline Burton*	Member	01/04/2004 to 31/03/2006	Part time	Expenses only
Jennifer Harvey*	Member	01/04/2004 to 31/03/2006	Part time	Expenses only

Parole Board

Prof. Sir Duncan Nichol CBE	Chair	16/03/2004 to 15/03/2007	Full time	£75,000
Mr Kofi Appiah*	Member	01/10/2004 to 30/09/2005	Part time	Fee based
Dr Ann Barker*	Member	01/10/2004 to 30/09/2005	Part time	Fee based
Dr Claire Barkley*	Member	01/10/2004 to 30/09/2005	Part time	Fee based
Judge Basingthwaite	Member	01/07/2004 to 30/09/2007	Part time	Fee based
Judge George Bathurst Norman	Member	01/07/2004 to 30/09/2007	Part time	Fee based
Dr Linda Blud	Member	01/07/2004 to 30/09/2007	Part time	Fee based
Dr Paul Chesterman*	Member	01/10/2004 to 30/09/2005	Part time	Fee based
Judge Gerald Clifton	Member	01/07/2004 to 30/09/2007	Part time	Expenses only
Judge Nicholas Coleman	Member	01/07/2004 to 30/09/2007	Part time	Fee based
Judge Colin Colston	Member	01/07/2004 to 30/09/2007	Part time	Fee based
Ms Jo Dobry*	Member	01/10/2004 to 30/09/2005	Full time	£54,877
Mrs Diana Fulbrook*	Member	01/10/2004 to 30/09/2005	Part time	Fee based
Mrs Jane Geraghty*	Member	01/10/2004 to 30/09/2005	Part time	Fee based
Dr Elizabeth Gilchrist	Member	01/07/2004 to 30/09/2007	Part time	Fee based
Judge Carol Hagan	Member	01/07/2004 to 30/09/2007	Part time	Expenses only
Dr Robert Halsey	Member	01/07/2004 to 30/09/2007	Part time	Fee based
Judge Hawksworth*	Member	01/09/2004 to 31/08/2007	Part time	Expenses only
Mr Mike Hennessey*	Member	01/10/2004 to 30/09/2005	Part time	Fee based
Mrs Lesley Hilton*	Member	01/10/2004 to 30/09/2005	Part time	Fee based
Judge Merfyn Hughes	Member	01/07/2004 to 30/09/2007	Part time	Expenses only
Dr Chris Hunter*	Member	01/10/2004 to 30/09/2005	Part time	Fee based
Dr Ardash Kaul*	Member	01/10/2004 to 30/09/2005	Part time	Fee based
Ms Assia King*	Member	01/10/2004 to 30/09/2005	Part time	Fee based
Mr Roy King*	Member	01/10/2004 to 30/09/2005	Part time	Fee based
Mr Robert Mathers*	Member	01/10/2004 to 30/09/2005	Part time	Fee based
Dr David Mawson*	Member	01/10/2004 to 30/09/2005	Part time	Fee based
Judge Patrick McCahill	Member	01/07/2004 to 30/09/2007	Part time	Expenses only
Judge Kerry Macgill*	Member	01/10/2004 to 30/09/2005	Part time	Expenses only
Judge John Milmo	Member	01/07/2004 to 30/09/2007	Part time	Fee based
Mr Stephen Murphy*	Member	01/10/2004 to 30/09/2005	Part time	Fee based
Mr David Mylan*	Member	01/10/2004 to 30/09/2005	Part time	Expenses only
Mr Peter Palmer*	Member	01/10/2004 to 30/09/2005	Part time	Fee based
Mrs Sylvia Peach*	Member	01/10/2004 to 30/09/2005	Part time	Fee based
Mr Tony Pembroke*	Member	01/10/2004 to 30/09/2005	Part time	Fee based
Lady Pitchers*	Member	01/10/2004 to 30/09/2005	Part time	Fee based
Judge Stephen Robbins*	Member	01/10/2004 to 30/09/2005	Part time	Expenses only
Judge William Rose	Member	01/07/2004 to 30/09/2007	Part time	Expenses only
Mr Andrew Rutherford*	Member	01/10/2004 to 30/09/2005	Part time	Fee based
Mr John Staples*	Member	01/10/2004 to 30/09/2005	Part time	Fee based
Mrs Jo Turnball*	Member	01/10/2004 to 30/09/2005	Part time	Fee based
Ms Mollie Weatheritt*	Member	17/11/2004 to 18/11/2005	Full time	£54,877
Dr Anne Worrall*	Member	01/10/2004 to 30/09/2005	Part time	Fee based
Dr Simon Wood*	Member	01/10/2004 to 30/09/2005	Part time	Fee based

Police Complaints Authority

This body ceased to exist on 31 March 2004

Table 6.12: Public appointments (continued)

Police Information Technology Organisation

Mr Chris Earnshaw	Chair	08/03/2004 to 31/03/2007	Part time	£62,500 pro rata
Mr Philip Jacobs	Member	24/05/2004 to 23/05/2007	Part time	No remuneration
Ms Claire Monaghan	Member	07/2004 to 07/2007	Part time	No remuneration
Mr Barrie Patman	Member	01/09/2004 to 31/08/2007	Part time	No remuneration
Mr Alan Peirce	Member	01/09/2004 to 14/03/2007	Part time	No remuneration
Mr Stephen Rimmer	Member	24/05/2004 to 23/05/2007	Part time	No remuneration
Mr John Suffolk	Member	01/03/2004 to 28/02/2007	Part time	No remuneration
Mr Philip Webb	Member	24/05/2004 to 23/05/2007	Part time	No remuneration
Mr Peter Wilson*	Member	01/10/2004 to 30/09/2007	Part time	No remuneration

Security Industry Authority

Mr Peter Hermitage	Chair	01/04/2004 to 30/06/2008	Part time	£55,000 per annum
Mr Peter Dyke	Member	20/09/2004 to 19/09/2007	Part time	£255 per day
Ms Wendy Towers	Member	20/09/2004 to 19/09/2007	Part time	£255 per day

Youth Justice Board

Prof. Rodney Morgan	Chair	05/04/2004 to 04/04/2007	Part time	£85,000 pro rata
Rev. Alan Billings	Member	01/10/2004 to 30/09/2007	Part time	£200 per day and expenses
Ms Rosemary Harthill	Member	01/10/2004 to 30/09/2007	Part time	£200 per day and expenses
Mr Graham Robb	Member	01/10/2004 to 30/09/2007	Part time	£200 per day and expenses
Mr David Simpson	Member	01/10/2004 to 30/09/2007	Part time	£200 per day and expenses
Dr Howard Williamson*	Member	08/11/2004 to 30/09/2008	Part time	£200 per day and expenses

Advisory NDPBs

Advisory Board on Naturalisation and Integration

Sir Bernard Crick	Chair	15/11/2004 to 14/11/2006	Part time	£500 per day and expenses
Ms Mary Coussey	Vice-Chair	15/11/2004 to 14/11/2006	Part time	£500 per day and expenses
Ms Celine Castelino	Member	15/11/2004 to 14/11/2006	Part time	Expenses only
Mrs Mary Curnock-Cook	Member	15/11/2004 to 14/11/2006	Part time	Expenses only
Ms Sally Daghlian	Member	15/11/2004 to 14/11/2006	Part time	Expenses only
Sir Robert Dowling	Member	15/11/2004 to 14/11/2006	Part time	Expenses only
Mrs Samina Khan	Member	15/11/2004 to 14/11/2006	Part time	Expenses only
Mrs Janet Luff	Member	15/11/2004 to 14/11/2006	Part time	Expenses only
Ms Adeeba Malik	Member	15/11/2004 to 14/11/2006	Part time	Expenses only
Prof. Elizabeth Meehan	Member	15/11/2004 to 14/11/2006	Part time	Expenses only
Dr Robert Muir	Member	15/11/2004 to 14/11/2006	Part time	Expenses only
Sir Gulam Noon	Member	15/11/2004 to 14/11/2006	Part time	Expenses only
Mr Ashok Ohri	Member	15/11/2004 to 14/11/2006	Part time	Expenses only
Mrs Maeve Sherlock	Member	15/11/2004 to 14/11/2006	Part time	Expenses only
Mrs Jean Wilson	Member	15/11/2004 to 14/11/2006	Part time	Expenses only
Mr Patrick Wintour	Member	15/11/2004 to 14/11/2006	Part time	Expenses only
Mrs Annette Zera	Member	15/11/2004 to 14/11/2006	Part time	Expenses only

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

No appointments or re-appointments made in 2004

Advisory Panel on Country Information

Dr Khalid Koser	Member	09/02/2004 to 08/02/2006	Part time	Expenses only
Prof. Lord Bhikhu Parekh	Member	18/02/2004 to 17/02/2006	Part time	Expenses only

Poisons Board

This board is in abeyance

Police Advisory Board for England and Wales

Mr John Randall	Chair	13/02/2004 to 12/02/2007	Part time	£378 per day
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Police Negotiating Board

Mr John Randall	Chair	13/02/2004 to 12/02/2007	Part time	£378 per day
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Regulation of Investigatory Powers Act – Technical Advisory Board

Mr Peter Walker	Chair	22/12/2004 to 21/12/2007	Part time	£400 per day and expenses
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Table 6.12: Public appointments (continued)

Sentencing Advisory Panel

Judge Howard Riddle	Member	02/08/2004 to 30/06/2005	Part time	Expenses only
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Sentencing Guidelines Council

All the members are part time

Lord Harry Woolf	In capacity as Lord Chief Justice became the Chair	05/03/2004		Expenses only
Sir Christopher Rose	In capacity as the Vice-President of the Criminal Justice Division of the Court of Appeal became a member	05/03/2004		Expenses only
Sir Peter Crane	In capacity as the Chairman of the Criminal Committee of the Judicial Studies Board became a member	05/03/2004		Expenses only
Mr Ken Macdonald QC	In capacity as Director of Public Prosecutions became a member	05/03/2004		Expenses only
Judge Tim Workman	In capacity as Senior District Judge became a member	05/03/2004		Expenses only
Judge Peter Beaumont	Member	05/03/2004 to 04/03/2008		Expenses only
Mr Anthony Edwards	Member	05/03/2004 to 04/03/2009		£200 per day and expenses
Sir Paul Kennedy	Member	17/08/2004 to 04/03/2008		Expenses only
Judge Michael Mettyear	Member	05/05/2004 to 05/03/2007		Expenses only
Mr Peter Neyroud	Member	05/03/2004 to 04/03/2008		Expenses only
Ms Teresa Reynolds	Member	05/03/2004 to 04/03/2007		£200 per day and expenses
Mrs Malathy Sitaram JP	Member	05/03/2004 to 04/03/2009		£200 per day and expenses

Victims Advisory Panel

There were no appointments or re-appointments during 2004

Tribunal NDPBs

Asylum Support Adjudicators, Criminal Injuries Compensation Appeals Panel, Investigatory Powers Tribunal, Office of the Surveillance Commissioners and the Police Arbitration Tribunal

No appointments or re-appointments made in 2004

Police Discipline Appeals Tribunal

Mr Paul Acres	Member	01/09/2004 to 31/08/2009	Part time	£201 per day and expenses
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Other public bodies and miscellaneous**Independent Monitoring Boards of Penal Establishments and Immigration Centres (legally known as Boards of Visitors and Visiting Committees)**

During the year, 830 appointments were made of whom 336 were new appointments and 494 were existing members re-appointed under the Triennial Review of their Boards. Also 144 Chairs and 144 Vice-Chairs were appointed from among the Board members. Chairs and Vice-Chairs are appointed for one year and are allowed to serve for no more than three consecutive terms in either post. Because of personal security considerations, the names of members of Independent Monitoring Boards are not published. Board members are appointed for up to three years, and may apply for a further term although re-appointment is not automatic. There is no limit to the number of years a member may serve. Triennial reviews occur at the end of each year, with approximately one-third of the Boards having their membership reviewed in any one year. Vacancies on Boards are filled by recruitment as and when they occur. All Board members are paid travel and subsistence and can claim for any financial loss they suffer as a result of carrying out their duties.

Charity Commission

Miss Geraldine Peacock	Chief Charity Commissioner	08/07/2004 to 07/07/2008	Part time	£66,631
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IND Complaints Audit Committee, Intelligence Services Commissioner and Interception of Communications Commissioner

No appointments or re-appointments made in 2004

Independent Race Monitor

Ms Mary Coussey	Monitor	04/2004 to 04/2006	Part time	Fee based and expenses
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Table 6.12: Public appointments (continued)

National Probation Service

Local Probation Boards

The people on the following pages were appointed from 1 April 2004 until 31 March 2007 for these appointments and they are part time. The members are remunerated at £15.40 per hour plus expenses. The Chairs are remunerated per annum, as stated below, plus expenses.

For Avon and Somerset

Mr John Christensen*	Chair (£17,600)
Ms Christina Baron	Member
Mr Nicholas Bernard*	Member
Mrs Shaheen Chaudhry*	Member
Mr Malcolm Cotton*	Member
Mr Kerry Curtis	Member
Ms Patsy Hudson*	Member
Mr Alan Lovell*	Member
Mrs Kirsten Stephen	Member
Mr John Teller*	Member
Mr Peter Warren*	Member
Miss Nelisha Wickremasinghe	Member

For Bedfordshire

Mr Robin Fletcher*	Chair (£15,400)
Mr Michael Airs*	Member
Mrs Celia Bennett	Member
Mr Randolph Charles*	Member
Ms Alice Crampin*	Member
Mr Godfrey Sackey-Clarke*	Member
Dr Helen Sismey-Durrant*	Member
Ms Susan Squire*	Member
Mr Paul Wheeler	Member
Mr Neville White	Member
Mr Raymond Whyte*	Member
Mr Mohammad Yasin*	Member

For Cambridgeshire

Mr Stanley Webster	Chair (£15,400)
Mr Walter Billing	Member
Mr Andrew Fawcett*	Member
Mr Brian Keegan	Member
Mrs Janet Jones	Member
Mr Harmesh Lahkenpaul*	Member
Mrs Susan Morris*	Member

For Cheshire

Dr Ziya Haq*	Member
Mrs Clare Hoy*	Member
Mr Robert Jordan*	Member
Mr Kenneth McKinlay*	Member
Mr Brendan O’Friel*	Member
Mrs Hilary Tucker*	Member

For County Durham

Prof. Robert Williams*	Chair (£15,400)
Mrs Clare Hepworth	Member
Mrs Kathryn Larkin-Bramley	Member
Mr Anthony Lindsay	Member
Mr Edmund Marchant*	Member
Mrs Tina Naples*	Member
Mr William Raine*	Member
Mrs Hilary Shaw*	Member
Mr William Worth	Member

For Cumbria

Rev. David Peacock	Chair (£15,400)
Mr Robin Brown*	Member
Mr Austin Coote*	Member
Mrs Eleanor Hancock*	Member
Mr John Hanley*	Member
Mr Alec Harris*	Member
Dr Joseph Hendry	Member
Mrs Elizabeth Mallinson*	Member
Mrs Michelle Pierce*	Member
Mr Richard Rhodes	Member
Mrs Lynda Shaw*	Member
Mr Kenneth Thompson*	Member

For Derbyshire

Mr John Raine*	Chair (£15,400)
Mr Michael Bishop	Member
Mr Balwant Bubber	Member
Mrs Margaret Cohen	Member
Mr Martin Jolly*	Member
Mr Bill Kirkland*	Member
Cllr Michael Lauro*	Member
Mr George Mighty*	Member
Mrs Irene Shiels*	Member
Mr Rupert Turner*	Member
Professor David Ward*	Member

For Devon and Cornwall

Mr Anthony Smith*	Chair (£17,600)
Mr Richard Ellis*	Member
Mr Peter Groves*	Member
Mrs Mary Palmer*	Member
Mrs Linda Price*	Member
Mr William Richards	Member
Mrs Sandra Shaw*	Member
Mr Peter Smith*	Member
Mrs Aurora Talbot*	Member
Mrs Vivien Van Den Burg	Member
Mr Chris Whitaker*	Member

For Dorset

Mrs Maggie Topliss*	Chair (£15,400)
Mr Paul Bompas	Member
Mrs Dorothy Cooper*	Member
Miss Patricia Fielding	Member
Ms Alexina Gannon*	Member
Mr Roger Ketley*	Member
Mrs Kate Osborne	Member
Mrs Jennifer Simm*	Member
Mr Peter Turner*	Member

Table 6.12: Public appointments (continued)

<i>For Dyfed Powys</i>		<i>For Hampshire</i>	
Mr Peter Morgan*	Chair (£15,400)	Mr Dermot Boyle*	Chair (£17,600)
Mr Anthony Dawson*	Member	<i>(Part-time member November 2004 to 29 February 2008)</i>	
Mr Robert East*	Member	Mrs Prudence Chadderton*	Member
Mrs Jean Evans*	Member	Mrs Melanie Da Cunha*	Member
Mr John French*	Member	Mrs Gabrielle Edwards*	Member
Mrs Marilyn Mason*	Member	Mr Sri Kandiah*	Member
Mr Martin Morris*	Member	Ms Venika Kingsland*	Member
Mr Keith Turner	Member	Mr Simon Mantle*	Member
Mrs Lesley Turner*	Member	Mrs Jennifer Miller*	Member
Mrs Fiona Walder	Member	Mr Stephen Robinson-Grindey*	Member
Ms Ann Williams	Member	Mr John Stocks*	Member
Mr Ina Williams*	Member	Mrs Diane Thomas*	Member
Mr Michael Williams	Member	Mrs Sylvia Williams*	Member
<i>For Essex</i>		Mr Max Winslow*	Member
Mr Alan Tobias*	Chair (£17,600)	Mr Tony Worth*	Member
Mr Martin Bates	Member	<i>For London</i>	
Mr Rob Eschle*	Member	Mr Suhail Aziz*	Chair (£27,500)
Mr John Lowery*	Member	Mr Viv Ahmun*	Member
Mr Roger Lucking	Member	Mr Abdul Amin	Member
Mr Phillip Lyons*	Member	Ms Nasim Amir	Member
Mr Michael Mitchinson*	Member	Mr Kenneth Ashken*	Member
Mrs Nicola Moulds*	Member	Cllr Lincoln Beswick*	Member
Mr Don Quinn*	Member	Mr Mark Blake*	Member
Ms Diane Welsh	Member	Mrs Angela Camber*	Member
Mr Timothy Young	Member	Mr Kevin Heal*	Member
<i>For Gloucestershire</i>		Ms Emma Mandley	Member
Sir William Wratten	Chair (£15,400)	Mrs Carole Markham*	Member
Mrs Elizabeth Abderrahim*	Member	Miss Mureen Salmon*	Member
Mr David Cook*	Member	Cllr Derek Sawyer*	Member
Rev. Alan Davies*	Member	Mr Max Telling*	Member
Mrs Mary Gardner*	Member	<i>For Merseyside</i>	
Mr Daniel Gooch*	Member	Mr Nigel Mellor*	Chair (£22,000)
Mr Michael Howe	Member	Mr Ronald Barker*	Member
Mrs Cathering Jago	Member	Mrs Elizabeth Barnett*	Member
Mr Chris Marshall*	Member	Mrs Linda Bloomfield	Member
Ms Hazel Middleton	Member	Mr Muktesh Kakar	Member
Mr Peter Rowe*	Member	Prof. George Mair*	Member
<i>For Greater Manchester</i>		Mrs Sheila Malone*	Member
Mrs Gita Conn	Member	Mr Stanley Mayne*	Member
Mr Jon Hardy*	Member	Mr Alfred Salami*	Member
Mr Michael Harkin*	Member	Mr Peter Toyne	Member
Mr Nasrullah Khan Moghal	Member	<i>For Norfolk</i>	
Miss Abida Niaz*	Member	Dr Charles Winstanley*	Chair (£15,400)
Mr Alan Rayner	Member	Mrs Jane Bevan*	Member
Mrs Carole Truman*	Member	Prof. Gwyneth Boswell*	Member
<i>For Gwent</i>		Mr Nigel Dixon*	Member
Mr Brian Barr*	Member	Mr Michael Eveling	Member
Mr Ronald Doxey*	Member	Ms Bridgid Everitt*	Member
Mrs Gillian Parker*	Member	Mr Christopher Gowman	Member
Mrs Joyce Morgan*	Member	Mrs Felicity Hartley*	Member
Mrs Rhiannon Passmore*	Member	Mrs Sheila Long*	Member
Mr Hugh Phillips*	Member	Mr David Reeve*	Member
Mr Stuart Smith	Member	Mr John Vinookumar*	Member
Mr Peter Walters*	Member	Mr Simon Woodbridge*	Member
Mr Howard Williams*	Member		

Table 6.12: Public appointments (*continued*)

<i>For North Wales</i>		<i>For South Yorkshire</i>	
Mr Clifton Robinson	Chair (£15,400)	Mrs Beryl Seaman*	Chair (£17,600)
Mr Brian Barr*	Member	Mr Almas Abbasi*	Member
Mr Ronald Doxey*	Member	Mrs Diana Clark*	Member
Mr Geraint Jones	Member	Mr Owen Gleadall*	Member
Mrs Joyce Morgan*	Member	Mr James Hanson	Member
Mrs Gilian Parker*	Member	Mrs Shirley Harrison*	Member
Mrs Rhiannon Passmore*	Member	Mr John Hinchcliffe*	Member
Mr Hugh Phillips*	Member	Mr Mohammad Ismail*	Member
Mrs Susan Roberts	Member	Ms Brenda Maslen	Member
Mr Peter Walters*	Member	Mr Les Taylor*	Member
Mr Christopher Warner	Member	Mr Kenneth Wyatt	Member
Mr Howard Williams*	Member	<i>For Staffordshire</i>	
<i>For North Yorkshire</i>		Mr Gerry Hindley*	Chair (£15,400)
Mr David Bramhall	Member	Mr James Cooper	Member
Mr Michael Doyle*	Member	Mr Maurice Downes*	Member
Mr Neil Hobbs*	Member	Mr William Finney*	Member
Mr Christopher Hudson*	Member	Mr Alan James	Member
Mr Roger Mattingly*	Member	Mr Tony Johnson	Member
Mrs Gillian Middleton	Member	Mr Amir Kabal*	Member
Mr George Robson*	Member	Mr Eric Kelsall*	Member
Mrs Jennifer Taylor	Member	Ms Linda Kemp*	Member
Mr Roger Thompson*	Member	Mrs Kathleen Reader*	Member
Mr Gregory White*	Member	<i>For Suffolk</i>	
<i>For Northamptonshire</i>		Mr A V M Gordon Ferguson*	Chair (£15,400)
Mrs Julila Faulkner	Chair (£15,400)	Mr Leslie Bryant	Member
Mr Michael Hill*	Member	Mr Samuel Budu*	Member
Mr David Moir	Member	Mrs Mary Crane*	Member
Mrs Gina Ogden*	Member	Mr John Cullum*	Member
Mr Michael Sawford*	Member	Mrs Lesley Kenealy*	Member
Mr John Tate*	Member	Mr Jim Keohane*	Member
<i>For Northumbria</i>		Mrs Bernadine King	Member
Mrs Elizabeth Derrington*	Chair (£17,600)	Mr Harold Mangar*	Member
Mr Charles Bate*	Member	Mr Jeffrey Manton	Member
Mr John Creaby*	Member	Mr Subhash Modasia*	Member
Mr Brian Dodds*	Member	Mr David Rowe*	Member
Dr Rosemary Hartill*	Member	Mr Barry Walker*	Member
Mr Brian Latham*	Member	<i>For Surrey</i>	
Mrs Amanda Main*	Member	Mr Owusu Abebrese*	Chair (£15,400)
Mr Paul Robson*	Member	Miss Pauline Abrams	Member
Mr Christopher Rushton*	Member	Mr John Azah*	Member
Mrs Christine Tweedie*	Member	Mrs Lynn Hawkins*	Member
<i>For Nottinghamshire</i>		Mr Michael Head*	Member
Mrs Christine Goldstraw	Chair (£17,600)	Miss Karen Heenan*	Member
Mrs Kathy Alick*	Member	Mrs Lesley Myles*	Member
Mr Tim Bell*	Member	Ms Helen Page*	Member
Mr Keith Burd*	Member	<i>For Sussex</i>	
Mr Jeff Cohen*	Member	Mr Chris Crook*	Chair (£17,600)
Mr William Dargue*	Member	Mr Michael Cann*	Member
Mr Errol Hemans*	Member	Mr Godfrey Daniel*	Member
Mrs Johanna Kirkby*	Member	Mr James Doyle	Member
Sir Dennis Pettitt*	Member	Mrs Joan W Fraser*	Member
Mr Peter Pratt*	Member	Ms Christine Knott*	Member
Mrs Bettina Wallace*	Member	Mr W Alan McGilvery*	Member
<i>For South Wales</i>		Mrs Susan Millership*	Member
Mr Richard Penn*	Chair (£17,600)	Ms Sandie Moore	Member
Mrs Anne Abel	Member	Mr John Shippam*	Member
Mrs Megan Brown*	Member	Mr Chris Whitwell*	Member
Mr Mark Farrall*	Member	<i>For Teeside</i>	
Mr Derek Gregory	Member	Mr Ken Bellemy*	Chair (£15,400)
Mr Allan Lloyd*	Member	Mr Chris Beety*	Member
Prof. Michael Maguire*	Member		
Mr Gareth Morgan-Jones*	Member		
Mr Paul Nanji*	Member		
Mr Charles Willie*	Member		

Table 6.12: Public appointments (continued)

Mrs Linda Broadhead*	Member	<i>For West Midlands</i>	
Mr Michael McGroary*	Member	Mr Robert Sleigh	Chair (£22,000)
Mrs Saadia Raja	Member	Mr Michael Ager*	Member
Mr Geoffrey Spencer*	Member	Mrs Paulene Collins*	Member
Mrs Patricia Tarbitt*	Member	Prof. Colin Fishwick*	Member
Mr Balbir Thethi	Member	Mr Alan Harrison	Member
Mr David Wood*	Member	Miss Kate Hunter*	Member
<i>For Thames Valley</i>		Mrs Kamalijeet Nijjar-Deu*	Member
Miss Lorna Beckford*	Chair (£17,600)	Mrs Enid Showell*	Member
Mr Peter Bel*	Member	Mrs Rashpal Singh	Member
Dr Gillian Cohen*	Member	Mr Markley Taitt*	Member
Mr Michael Day	Member	Ms Jane Whitehead	Member
Mr John Enos*	Member	<i>For West Yorkshire</i>	
Mr Brian Harper*	Member	Dr Miranda Hughes*	Chair (£22,000)
Mr Khan Juna*	Member	Mr Geoffery Alvy	Member
Mrs Honor Juniper	Member	Mrs Anne Beckett	Member
Miss Deirdre Moroney*	Member	Mr Ernest Clark*	Member
Mrs Mary Phillips*	Member	Mrs Francis Colvill*	Member
<i>For Warwickshire</i>		Mr Jeremy Paul Crompton*	Member
Mr Ian Cronin*	Member	Mr Travis Johnson*	Member
Mrs Celia Furnival*	Member	Mrs Judith Poole*	Member
Mrs Anne Henderson*	Member	Mrs Gillian Pratt*	Member
Mrs Maxine Mayer*	Member	Mr Qudrat Shah*	Member
Mr Robin Verso	Member	<i>For Wiltshire</i>	
Dr Richard Woolf*	Member	Mrs Christine Crisp*	Member
<i>For West Mercia</i>		Mr William Fishlock*	Member
Mrs Patricia Bradbury*	Chair (£15,400)	Mrs Susanne Mason*	Member
Mr Durga Ahir*	Member	Mrs Malathy Sitaram*	Member
Mr John Eastwood*	Member	Mr Barrie Thompson*	Member
Ms Camella Flemming*	Member		
Mr Martin Foley	Member		
Mr John Hillier*	Member		
Dr Haseena Lockhat*	Member		
Mr David Price*	Member		
Mrs Valerie Reynolds	Member		
Mr David Williams*	Member		
Mr Michael Woolley*	Member		

Vehicle Crime Reduction Action Team

Mr Justin Jacobs	Member	01/10/2004 to 01/08/2005	Part time	No remuneration or expenses
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Annual Reviewer of the Terrorism Act 2000 and the Prevention of Terrorism Act 2005

Lord Alex Carlisle QC*	Reviewer	08/2004 to 08/2007	Part time	£515 per day
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Annual Reviewer of the Criminal Justice (Conspiracy and Terrorism) Act 1998 and Assessor of Compensation for Miscarriage of Justice

No appointments or re-appointments made in 2004

Selection panels for independent members of police authorities

The 41 provincial authorities have five and the Metropolitan Police Authority (MPA) has seven people who are not public appointees, but are independent members. They are appointed through a selection process that involves the Home Secretary and a selection panel of three people including one appointed by the Home Secretary. The MPA has one independent member who is appointed by the Home Secretary to oversee on his behalf the discharge by the Metropolitan Police of their international/national and capital city functions. This appointment is unique to the MPA.

Departmental Report 2004–05

The following are members of the panels; the periods of their appointments are 8 August 2004 to 7 August 2006. They are part time and their expenses and allowances are determined by the police authority and they are as follows:

<i>Avon and Somerset</i>	Mrs Peaches Golding	<i>Leicestershire</i>	Mr Jafferhusein Kapasi
<i>Bedfordshire</i>	Ms Denise Yates	<i>Lincolnshire</i>	Mr Alan Middleton
<i>Cheshire</i>	Mrs Gwendoline Lavender	<i>Merseyside</i>	Mrs Susan Carmichael
<i>Cleveland</i>	Mr Joseph Rayner	<i>Norfolk</i>	Mr Peter North
<i>Cumbria</i>	Ms Patricia Calway	<i>North Wales</i>	Mr John Bellis
<i>Derbyshire</i>	Mr Martin Taylor	<i>North Yorkshire</i>	Mr Lesley Bers
<i>Devon and Cornwall</i>	Mr Graham Clarke OBE	<i>Northumbria</i>	Mrs Louisa Deas
<i>Dorset</i>	Mr Christopher Legrand	<i>Nottinghamshire</i>	Mrs Elaine Robinson
<i>Durham</i>	Mr Sebert Cox OBE	<i>South Wales</i>	Mr Sabz Ali
<i>Dyfed Powys</i>	Ms Joanna Mussen	<i>Staffordshire</i>	Mr Michael Romano
<i>Essex</i>	Mr Stephen Hales	<i>Suffolk</i>	Dr Maureen Wood
<i>Greater Manchester</i>	Mr Prabodh Merchant	<i>Surrey</i>	Mrs Sandra Meadows
<i>Gwent</i>	Mrs Patricia David	<i>Sussex</i>	Mr Christopher Crook
<i>Hampshire</i>	Mr Khalid Aziz	<i>Thames Valley</i>	Ms Lorna Beckford
<i>Hertfordshire</i>	Ms Tina Fahm	<i>Warwickshire</i>	Mrs Pauline Allwood
<i>Humberside</i>	Mrs Maureen Foers	<i>West Mercia</i>	Mrs Anne Morris
<i>Kent</i>	Mr Richard Sturt	<i>West Midlands</i>	Mr Alaba Okuyiga
<i>Lancashire</i>	Ms Yasmin Ali	<i>West Yorkshire</i>	Mrs Paula Grizzard

The MPA independent member is:

Lord Harris	Independent member	05/07/2004 to 04/08/2008	Part time	Expenses and allowances are determined by the police authority
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Prison Service Pay Review Body for England, Wales and Northern Ireland

Sir Toby Frere KCB*	Chair	02/2004 to 03/005	Part time	£350 per day
Mr Jerry Cope	Member	11/2004 to 03/2005	Part time	
	(Started taking the Chair role during March 2005)			
Mrs Beryl Brewer*	Member	06/2004 to 03/2007	Part time	
Mr Derek Bourn*	Member	06/2004 to 03/2006	Part time	
Mr Peter Heard*	Member	06/2004 to 03/2006	Part time	
Mr Frank Horisk*	Member	06/2004 to 03/2006	Part time	
Mrs Sarah Murray	Member	11/2004 to 02/2008	Part time	
Dr Peter Riach	Member	11/2004 to 02/2008	Part time	
Mrs Ann Robinson	Member	11/2004 to 02/2008	Part time	

The members' daily fee is £300, except one member who has elected not to receive payment

Agencies

United Kingdom Passport Service and Criminal Records Bureau

No appointments or re-appointments made in 2004

Forensic Science Service

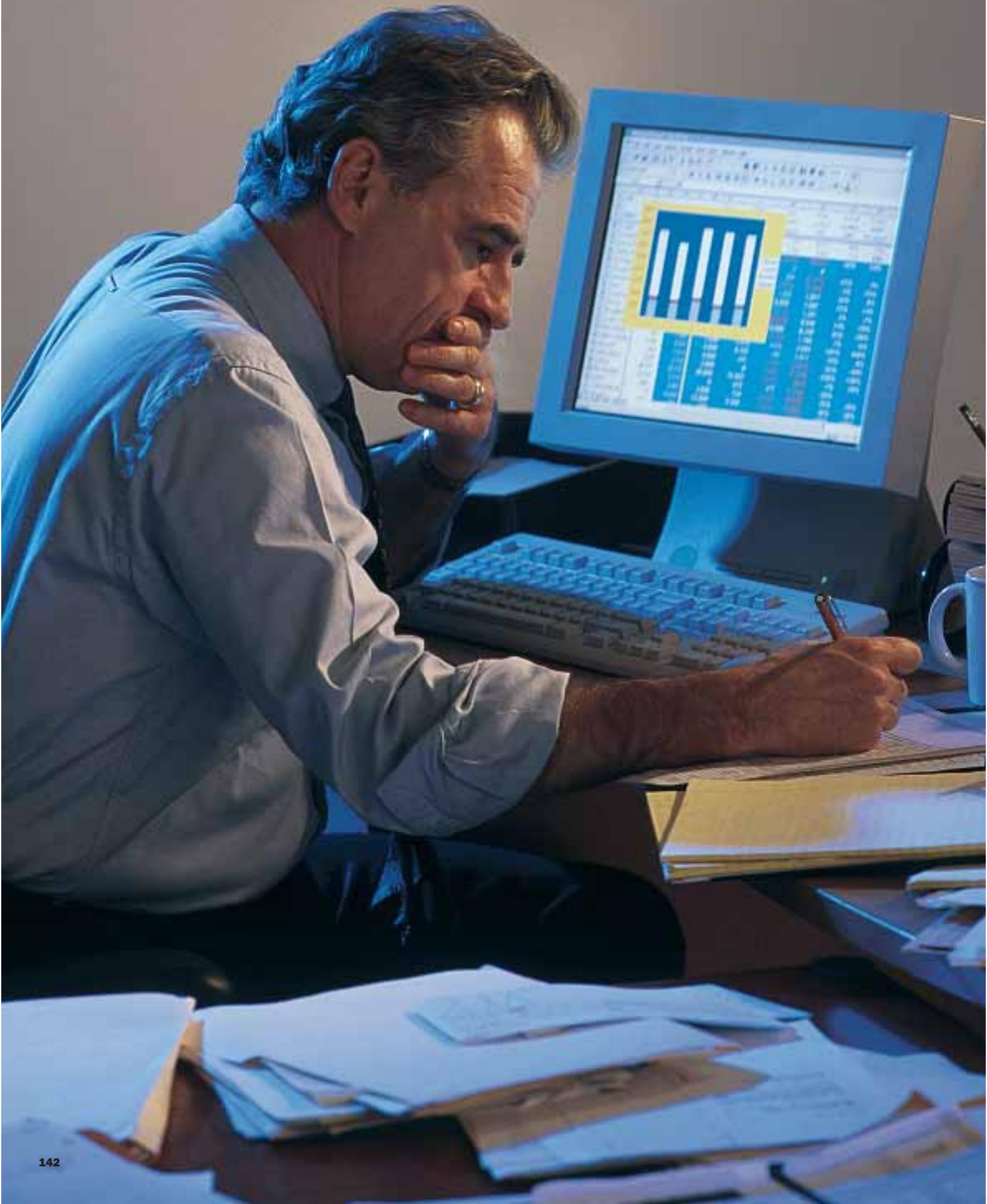
Mr Nick Baldwin	Member	01/07/2004 to 30/06/2007	Part time	£22,000 and expenses
Mr David Clarke	Member	01/07/2004 to 30/06/2007	Part time	£22,000 and expenses

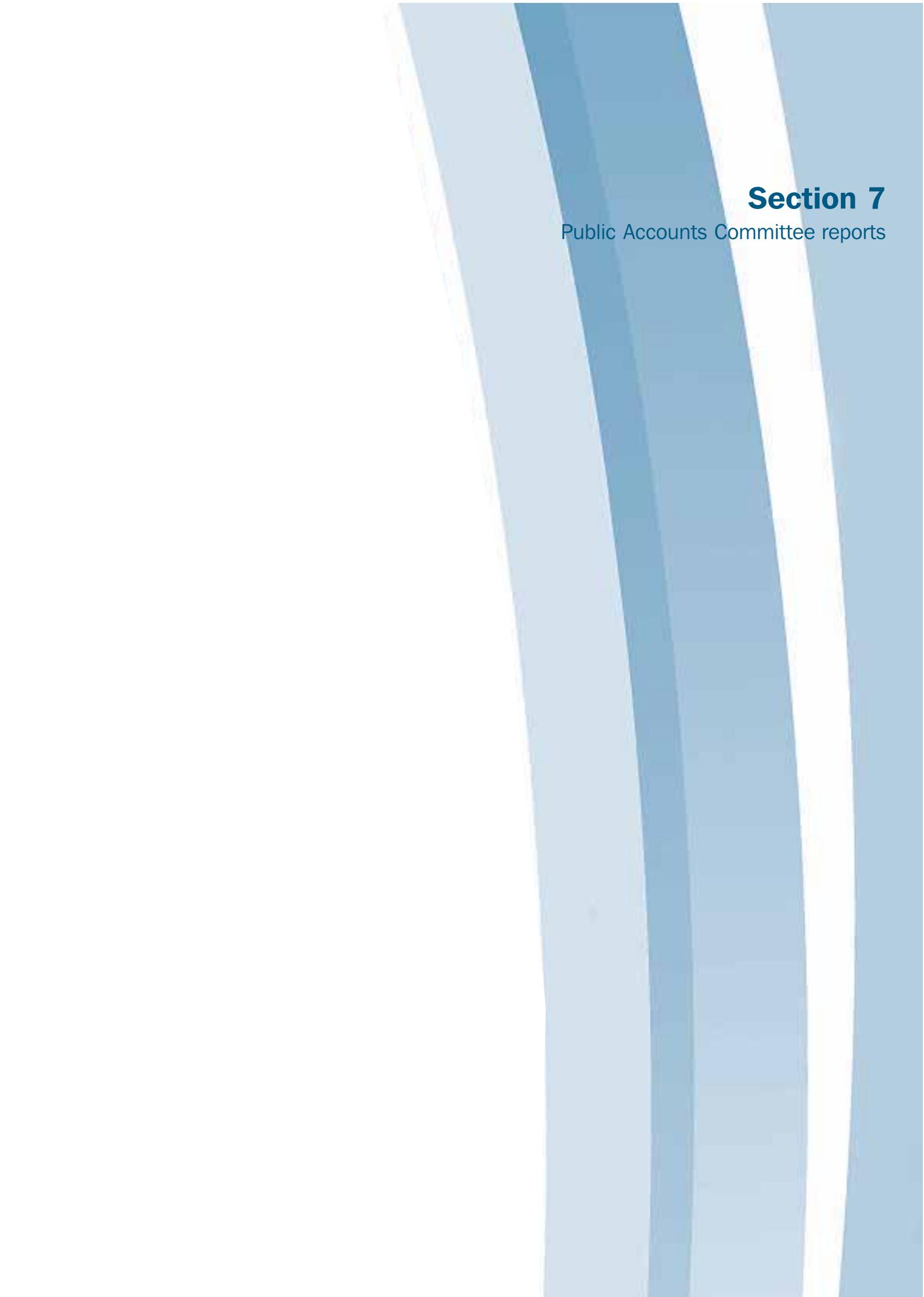
Task forces, ad hoc advisory groups and reviews

Civil Renewal Practitioners Group, Criminal Records Bureau – Consultative Panel, Insurance Cover Working Group, Race Equality Advisory Panel, Steering Group on the Lawrence Inquiry Action Plan, Task Force on Child Protection on the Internet

No appointments or re-appointments made in 2004







Section 7

Public Accounts Committee reports

Reports of the Committee of Public Accounts

Each year the National Audit Office (NAO) undertakes value for money studies into a range of issues across the Department. The more significant studies are published and can 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.

Four NAO reports, which were the subject of PAC hearings in 2003–04, were reported on and responded to during 2004–05. Those reports were: *Improving service delivery: the Forensic Science Service*; *PFI: the new headquarters for the Home Office*; *Criminal Records Bureau: delivering safer recruitment?* and *Youth Offending: the delivery of community and custodial sentences*. 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. The full version of each PAC report and the corresponding Treasury Minute are available at: www.parliament.uk/parliamentary_committees/committee_of_public_accounts.cfm

NAO reports that were the subject of hearings in 2004–05 will be reported on in next year's Annual Report. These include *The management of sickness absence in the Prison Service*; *Improving the speed and quality of asylum decisions*; and *Drug Testing and Treatment Orders*.

Improving service delivery: the Forensic Science Service (4th report 2003–04)

PAC REPORT: MAIN ISSUES	GOVERNMENT RESPONSE	ACTION TAKEN
Performance		
<p>In the four years since we last reported on the agency, its timeliness performance has been disappointing, with the turn-around targets being missed in each successive year. The agency should optimise the use and efficiency of its seven laboratories, exploiting its new operational management system and the removal of the Metropolitan Police Service's requirement that all its evidence should be dealt with at the London laboratory.</p> <p>The agency's timeliness targets changed significantly between 2001–02 and 2002–03 and again between 2002–03 and 2003–04. These changes make it difficult to assess the ongoing performance of the agency with any degree of certainty. It should agree with the Home Office (HO) targets that are measurable and consistent over time.</p> <p>DNA samples found at crime scenes wait 14 days for analysis, yet the analysis itself takes just 36 hours or less. The agency intends to fully automate this process in the next three years and should be able to demonstrate improvements in turn-around time.</p>	<p>As other work has been prioritised, remaining cases classified as 'standard' have taken longer to deliver. Average turnaround times mask significant performance enhancements. This has been substantially improved through the Customer (Demand) Management Programme; reformulated training programmes speeding up the delivery of qualified staff; and overall increases in capacity.</p> <p>New, more customer-focused measures and targets have been agreed for the periods 2003–04 and 2005–06. Performance against these is reported to ministers monthly.</p> <p>Apart from London, where the contract for the Metropolitan Police Service is based on different criteria, by February 2004, 95 per cent of casework was being delivered in 48 days, compared with 84 a year earlier.</p> <p>As the first provider in the world to fully automate the DNA crime stain process, the agency's performance is measured in hours and days rather than weeks and months as in other countries.</p>	<ul style="list-style-type: none"> • A work structuring project, designed to maximise efficient usage of resources and minimise queue time which had been piloted in London and Chepstow in 2003–04 and rolled out to all sites in 2004–05. • The introduction of a new IT-based management system. • The redistribution of London work to the provincial laboratories. • The distribution of 'excess' work from one laboratory to another in response to the variation in customer demand across the country. • Agreement of new measures and targets. <p>Enhanced consistency, performance and business continuity was delivered with the opening of the second crime stain facility at the Huntingdon site in February 2004.</p>

PAC REPORT: MAIN ISSUES	GOVERNMENT RESPONSE	ACTION TAKEN
Interaction with customers		
<p>The agency must inform the police and the courts if an agreed delivery date is going to be missed, so that the rescheduling of court cases can be avoided, for example.</p> <p>The agency should work with its CJS partners to learn the outcome of specific investigations and prosecutions in order to focus its resources on any areas of weakness.</p>	<p>The new tripartite protocols for the CPS, police and the FSS will drive improvements in communication throughout the forensic process at a national and local level.</p> <p>Assessing FSS impact on the outcomes is complex, due to the number of agencies and factors that contribute to the criminal justice process. Customer feedback is being actively sought.</p>	<ul style="list-style-type: none"> ● A question/answer-based approach to casework is being rolled out across the FSS. ● Advances in technology enable real-time communication between the FSS and its customers. ● All staff are now linked to the Police National Network-based e-mail.
Future plans		
<p>In considering plans for the future status of the agency, the HO should obtain a clear and robust analysis of the merits of different options, including the financial costs and benefits. In the event of public-private partnership (PPP) status, the HO should specify how it will manage risks emanating from the separation of the FSS from the rest of the CJS.</p> <p>There will need to be adequate safeguards to protect the security and integrity of the National DNA Database (NDNAD), whatever form the agency's future status takes. Access to and use of this sensitive information on over two million individuals needs to be carefully controlled.</p>	<p>The McFarland Review considered a range of options for the future structure of the FSS. The conclusion reached was that the PPP model of a Company Limited by Shares would offer the best structure through which the FSS can secure its long-term success. This is fully endorsed by the HO.</p> <p>Currently, the Chief Scientist of the FSS is the Custodian of the NDNAD. Access is strictly controlled. The Government has decided that the database should be separated from the FSS and be retained under public sector control. It is considering how to achieve this. It fully accepts that database access needs to be strictly controlled and does not intend to widen access to it for commercial purposes.</p>	<p>The joint HO/FSS Delivery Team produced an outline business case that looks in detail at how to optimise performance and the economic prospects of the PPP, including:</p> <ul style="list-style-type: none"> ● Financial analysis of the impact of the proposed change in status. ● Capital structure. ● Potential partners and investors. ● Risk management, including safeguarding the delivery and integrity of services. <p>The Home Office announced in January 2005 its intention to transform the FSS from a Trading Fund to a wholly owned Government Company in summer/autumn 2005 as a pre-cursor to the FSS becoming a Public Private Partnership.</p>

PFI: the new headquarters for the Home Office (18th report 2003–04)

PAC REPORT: MAIN ISSUES	GOVERNMENT RESPONSE	ACTION TAKEN
Building capacity		
<p>Under-forecasting of staff numbers led to bad decisions on accommodation. The HO assumed that staff numbers would reduce due to outsourcing, efficiency gains and changes in working practices. Instead, numbers increased dramatically between 1998 and 2003 as the HO took on new responsibilities, although the total increase is not fully explained by these new functions.</p> <p>If HO HQ numbers fall, the HO should identify other government departments whose staff can fill up the new building. Departments' roles and responsibilities, and therefore staff levels, are inevitably subject to change, yet PFI accommodation deals tie departments into paying for servicing buildings, no matter how many staff are accommodated.</p>	<p>Good forecasting of staff numbers is important to good estate planning, but uncertainties are inevitable over long timescales, especially when significant changes in functions occur. 2 Marsham Street (2MS) is a flexible building which can house a range of office functions and occupiers. Subject to funds being available and value for money, it is planned to move the headquarters of the NOMS away from London and the South East. The number of staff expected to remain in London in the medium term will fit into 2MS.</p> <p>We do not think that the contract for 2MS will give rise to difficulties in practice. Overall, the arrangements are almost as flexible as those that would be achieved by taking a traditional 25-year lease of an equivalent-size commercial office building where maintenance is provided by the landlord. As 2MS comprises three linked blocks, it would be possible to share occupation with other government departments or bodies readily should that be needed.</p>	<p>The HO is actively managing its staff numbers through its Departmental Reform Programme.</p>

PAC REPORT: MAIN ISSUES	GOVERNMENT RESPONSE	ACTION TAKEN
Benefits realisation		
<p>To get the softer, but important, benefits that the move to the new building is intended to bring, the HO will have to set up a systematic management framework. This is a deal that potentially offers real benefits to the Department and the taxpayer. Staff to be located in 2MS deliver services to the public by developing effective policies and programmes. This means that those intended benefits of the new accommodation arising through better team working and flexibility may not be readily apparent. They will, therefore, be difficult to quantify.</p>	<p>Arrangements are in hand to manage benefits realisation. A Programme Board was established in late 2002. Its objectives include promoting and measuring the softer benefits of better team working and flexibility that the new building will enable. It also includes projects that are delivering information and communications technology refresh; introducing an electronic corporate file system, reducing the amount of paper held through an electronic data records project; and improving HR, finance and procurement systems.</p>	<p>Workshops were held for all staff moving to the new building which included site visits and a session explaining the building's facilities and how to take best advantage of the flexible office space it provides.</p>
Re-financing the PFI deal		
<p>We doubt whether the potential return from the HO's right to share refinancing gains is worth the £2.75 million paid for it. The analysis done by the HO does not appear to relate the cost of the concession to the probability of re-financing. Given that the Treasury was subsequently able to negotiate far wider-reaching concessions on sharing re-financing gains without making such a payment, it seems questionable that the HO should have agreed to any payment in this case.</p>	<p>The HO recognises it will not get a direct return for the additional payments unless the funding is re-financed. At the time that the 2MS deal was negotiated, the Office of Government Commerce was advising that a 50:50 share should be the norm for re-financing gains and was discussing this with the private sector. After careful consideration, the HO concluded that it would be prudent to secure a 50:50 share.</p>	

Criminal Records Bureau: delivering safer recruitment? (45th report 2003–04)

PAC REPORT: MAIN ISSUES	GOVERNMENT RESPONSE	ACTION TAKEN
Setting up a new service		
<p>Timetables for the development and implementation of new services should provide for sufficient in-depth consultation directly with potential users of the service and for the outcome of consultation to be reflected in service design. They should also allow adequate time for piloting new services.</p> <p>In developing services to promote e-Government, departments should first establish that potential users will wish to use, or be equipped to use, the planned service in this way.</p>	<p>HO best-practice guidance and policy require that timetables for all new services allow sufficient time for consultation with end users, development of specifications that will meet the end-user and business requirements, and for the procurement process.</p> <p>The HO accepts that the specific case of CRB consultation, including on e-applications, could have been handled better and more time for testing should have been allowed.</p>	
Contracting process		
<p>Rejected bids should be scrutinised carefully for signs of possible weakness in the tender specification and in the successful contractor's bid.</p> <p>If business assumptions change fundamentally during service development, departments should consider whether to continue with their current contractor or test the market again, balancing the potential delay to service introduction with the risks to value for money of a single tender in such circumstances.</p>	<p>HO guidance requires that bids are scrutinised by a team with the necessary evaluation skills. Rigorous due-diligence checks and analysis were undertaken, including a specifically commissioned examination of the lowest bid.</p> <p>HO best-practice guidance accords with this recommendation. Having identified the need for major changes to the service requirements, the agency worked with Capita to implement changes to business processes, staffing and support systems. This was post-contract let and after implementation of the programme had begun. Given that CRB and Capita could make the necessary adjustments, there were no grounds for re-tendering.</p>	

PAC REPORT: MAIN ISSUES	GOVERNMENT RESPONSE	ACTION TAKEN
Service delivery		
<p>The agency and Capita were slow to establish an effective working partnership to address the emerging difficulties.</p> <p>The CRB has achieved significant improvement in the turn-around times for handling disclosure, with the majority now dealt with in target times.</p> <p>The HO and the CRB should commission research to determine whether the CRB's more comprehensive and consistent means to access to criminal records are contributing to a reduction in the number of crimes and abuses against the vulnerable.</p>	<p>Relationships began constructively but came under stress as problems mounted. But, by early 2003, a joint plan was in place leading, within a few months, to improved service and management relations.</p> <p>The CRB has issued over five million disclosures in the last two and a half years, double the previous number of checks on people working with children and vulnerable adults.</p> <p>A 2003 survey of CRB customers found that 18 per cent have not employed someone due to disclosure information; and 71 per cent found disclosures useful in making recruitment decisions. This research will be expanded to identify the impact on crime and the fear of crime.</p>	<p>The CRB regularly updates its publication of turn-around time performance against targets on its website (www.crb.gov.uk).</p>
Disclosures		
<p>The HO and the CRB should better facilitate the checking of identity, which has now been made the responsibility of employers and voluntary organisations.</p>	<p>The CRB continues to provide clear guidance to registered bodies on how an applicant's identity can be verified. The Government is proposing to amend existing legislation, through the Serious Organised Crime and Police Bill, to allow the CRB to undertake checks of documents such as driving licences or passports against relevant databases.</p>	<p>The CRB is undertaking an ID authentication pilot study involving registered bodies making online ID checks for disclosure applicants. The provision of electronic identity authentication tools to registered bodies should add value to the process of identity authentication.</p>

PAC REPORT: MAIN ISSUES	GOVERNMENT RESPONSE	ACTION TAKEN
<p>In furnishing disclosures to employers, the CRB should emphasise that while every effort is made to secure their accuracy, they can only be as good as the basic data provided both by the applicant and the Police National Computer.</p> <p>Disclosures should be extended to staff already employed, as well as to new recruits, to enhance protection of vulnerable adults in particular.</p> <p>The range of vulnerable groups includes both old and young, and it is important that the CRB sets its priorities to ensure that proper protection is extended to all.</p>	<p>The CRB continues to make it clear to registered bodies that it provides and is reliant on the data owner as to the content of the information they provide.</p> <p>In 2004, the disclosure service was extended to all existing workers in the care sector. In 2005, checks will be done on all GPs and new recruits in the NHS. The CRB has also worked closely with the DCMS and the Football Association to improve child protection in football through a rolling programme to extend checks to sports coaches.</p>	

Youth Offending: the delivery of community and custodial sentences

PAC REPORT: MAIN ISSUES	GOVERNMENT RESPONSE	ACTION TAKEN
Reducing reoffending		
<p>(i) If reoffending rates are to be reduced, custodial and non-custodial elements of sentences, and rehabilitation during and on completion of sentence, need to be better integrated by the YJB.</p> <p>YJB to review ability of custodial establishments to tailor education programmes to meet needs of offenders serving short sentences.</p>	<p>The YJB is piloting an electronic sentence management system in two Young Offender Institutions (YOIs) and with feeder YOTs. This will help YOIs and YOTs to share information and provide a better basis for sentence planning. The YJB has also developed a strategy setting out what is most effective in tackling offending.</p> <p>YJB, the DfES and the Learning and Skills Council have jointly designed a new standard for juvenile learning and skills. They are also developing a new means of service delivery which is due to be piloted in three regions by late 2005, with roll-out across England a year later.</p>	<p>The pilots have now been completed.</p> <p>The <i>Key Elements of Effective Practice</i> strategy is now in use in all areas.</p> <p>A specification on substance misuse is now in place in custodial establishments. The new model of delivery remains on target to start in three of the ten English regions as scheduled.</p>

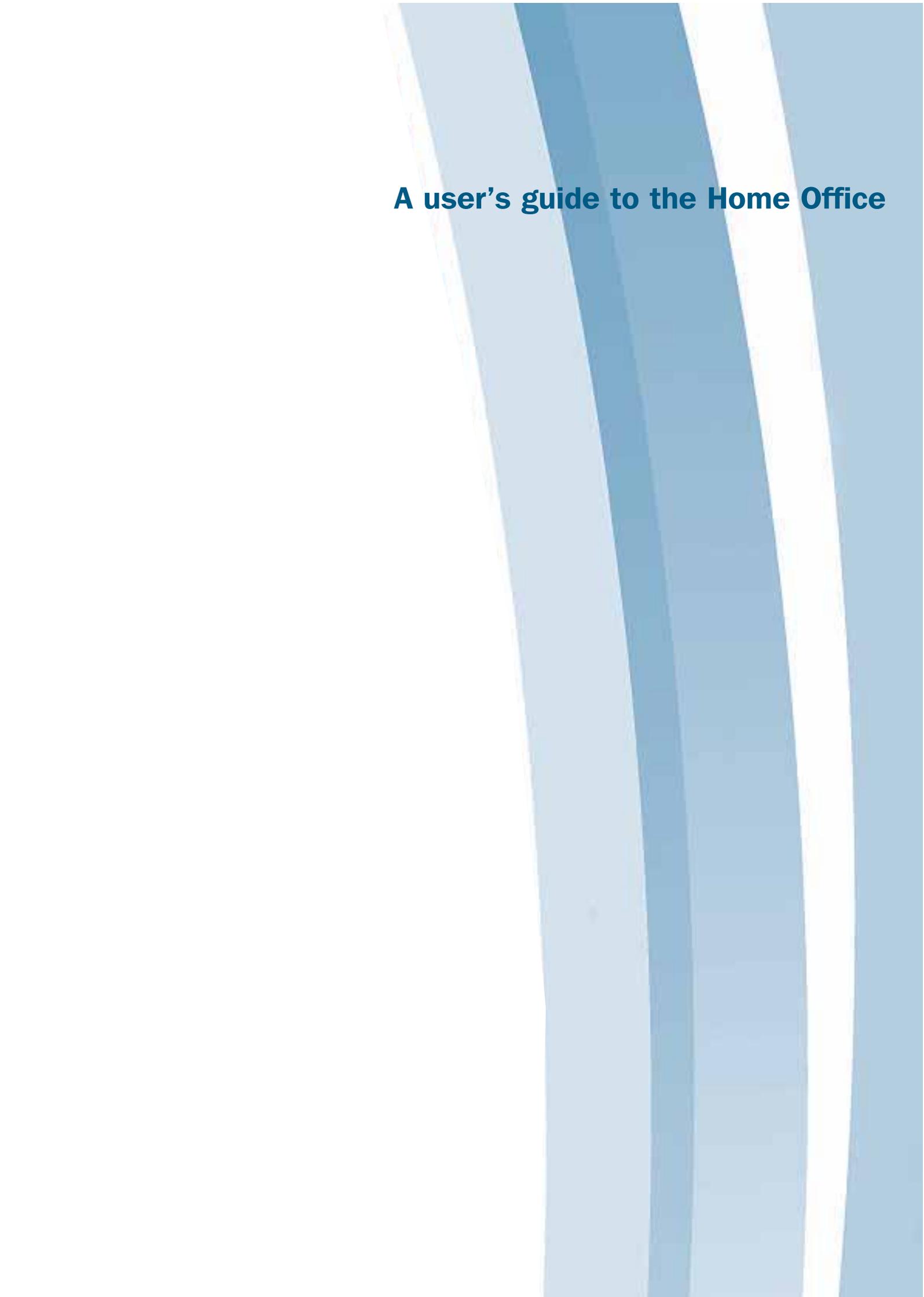
Youth Offending: the delivery of community and custodial sentences

PAC REPORT: MAIN ISSUES	GOVERNMENT RESPONSE	ACTION TAKEN
Reducing reoffending		
(ii) The YJB should identify why some offenders fail to complete the Intensive Supervision and Surveillance Programme (ISSP) and review differences in the way YOTs manage offenders on the programme.	The YJB has prepared an ISSP improvement plan and will set a target to improve the ISSP completion rate beginning in 2005–06.	The ISSP improvement plan is in operation.
(iii) A more joined-up approach is needed between the HO, DH, DfES, ODPM and local authorities to ensure effective rehabilitation for young offenders.	<p>The YJB, in conjunction with government departments, is developing a national juvenile resettlement action plan to guide policy and better coordinate resettlement activity. This is due to be published in April 2005.</p> <p>The YJB, in consultation with ODPM and DfES, is developing an accommodation strategy for young offenders.</p>	<p>The resettlement plan is being developed and is now likely to be published in summer 2005.</p> <p>The draft strategy is being prepared and is likely to be published by summer 2005.</p>
(iv) The YJB should: commission research into each type of custodial establishments' cost-effectiveness in terms of reoffending rates and the welfare of the young person; establish a strategy for the nature of custodial place provisions and its geographical spread; and carry out an opportunity cost analysis of steadily moving part of the custodial places into effective community surveillance and supervision.	<p>The YJB will commission a two-phase study into the effectiveness of different types of custodial provision in November 2004.</p> <p>The YJB published for consultation its strategy for the secure estate, which sets out the assumptions and principles on which the YJB will develop the juvenile secure estate and the steps it intends to take in the next three years to deliver these within the available resources.</p>	<p>The feasibility study will start in autumn 2005 and is due to be completed in summer 2006.</p> <p>The consultation is now complete, and the YJB will shortly be putting its proposals to Ministers.</p> <p>Five units, currently being built and to be completed by the end of 2006, will complete the separation of 17-year-old-girls from 18 to 21-year-olds.</p> <p>We are, with the Welsh Assembly, considering options for the development of secure accommodation in Wales.</p>

PAC REPORT: MAIN ISSUES	GOVERNMENT RESPONSE	ACTION TAKEN
(v) The YJB should aim to deliver core programmes across all custodial establishments, with some addressing specialist needs.	<p>The YJB has developed an end-to-end performance monitoring framework for the secure estate. This focuses establishments and YOTs on the delivery of YJB priorities, including an effective regime.</p> <p>Key requirements are set out in the <i>Specification for Learning and Skills</i> and the <i>National Specification for Substance Misuse for Juveniles in Custody</i>.</p>	The new monitoring framework and the national specification are operating in all establishments.
(vi) The YJB should work more closely with courts to plan the number of custodial places likely to be needed, and to enhance the courts' confidence in community sentences.	<p>The YJB is undertaking a study with the courts to explore the factors that influence sentencers. The study is due to be completed in June 2005.</p> <p>The YJB is improving its custodial capacity modelling capability by recruiting specialist staff, and by liaising more closely with HO statisticians, the courts and the Sentencing Guidelines Council.</p>	<p>This remains on target.</p> <p>This is under way.</p>
(vii) The YJB needs to have a better grasp of the activities of YOTs, so that national policies on youth justice are applied more consistently at the local level.	<p>In spring 2005, the YJB will review compliance with national standards across all YOTs.</p> <p>The YJB has introduced a regional performance monitoring framework.</p>	<p>The review has now started.</p> <p>The performance monitoring framework is in operation.</p>
(viii) HO and the YJB need to take action to help YOTs fill front-line vacancies.	The YJB will update its review of vacancy levels among front-line staff in January 2005, and is facilitating efforts to recruit staff as part of wider workforce planning.	The review has now been completed.



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National Offender Management Service

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The Immigration and Nationality Directorate (IND)

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Glossary

ACPO	Association of Chief Police Officers of England, Wales and Northern Ireland
APA	Association of Police Authorities
ASB	Anti-social behaviour
ASBO	Anti-Social Behaviour Order
BCS	British Crime Survey
BCU	Basic Command Unit (a local police management unit)
BME	Black and minority ethnic
CD	Communication Directorate (a Home Office directorate)
CDRP	Crime and Disorder Reduction Partnership (local partnerships involving the police, local authority and health services)
CG	Communities Group (a Home Office directorate general)
CICA	Criminal Injuries Compensation Authority (a Home Office NDPB)
CICAP	Criminal Injuries Compensation Appeals Panel
CIDA	Concerted Inter-agency Drugs Action (coordinates anti-supply work)
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)
CSOs	Community Support Officers
DAT	Drug Action Team (local anti-drugs partnerships)
DCA	Department for Constitutional Affairs
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
DTTO	Drug Treatment and Testing Order
DWP	Department for Work and Pensions
EU	European Union
FSS	Forensic Science Service
GEB	The Home Office's Group Executive Board
HMRC	Her Majesty's Revenue and Customs
HMIC	Her Majesty's Inspectorate of Constabulary
HMT	Her Majesty's Treasury
HOCS	Home Office Citizenship Survey
HOSDB	Home Office Scientific Development Branch
HOCLAS	Home Office Central London Accommodation Strategy
HR	Human resources (also a Home Office directorate)

IND	Immigration and Nationality Directorate (a Home Office directorate)
LAA	Local area agreement
LCJB	Local Criminal Justice Board (consists of local bodies such as the police, the courts, probation, etc.)
NASS	National Asylum Support Service
NCIS	National Criminal Intelligence Service
NCS	National Crime Squad
NDPB	Non-departmental public body (public bodies funded by the Government but which are at operational arm's length)
NOMS	National Offender Management Service (covers the prison and probation services)
NTA	National Treatment Agency
OCJR	Office for Criminal Justice Reform
ODPM	Office of the Deputy Prime Minister
PAC	Public Accounts Committee (of Parliament)
PITO	Police Information Technology Organisation
PPAF	Police Performance and Assessment Framework
PSA	Public Service Agreement
RDS	Research Development and Statistics
RIA	Regulatory Impact Assessment
ROM	Regional Offender Manager
SCI	Street Crime Initiative
SCS	Senior Civil Service
SD	Sustainable Development
SLA	Service Level Agreement
SOCA	Serious Organised Crime Agency
UKPS	United Kingdom Passport Service (a Home Office executive agency)
VCS	Voluntary and community sector
VFM	Value for money. 'Cashable' VFM gains are those that result in resources being directly redeployable within a service area or between different service areas. 'Non-cashable' VFM gains include most quality improvements
YJB	Youth Justice Board
YOT	Youth Offending Team (local partnerships bringing together bodies such as the police, probation and local authority services)



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