



# Home Office Annual Report

The Government's expenditure plans 2002-03  
and main estimates 2002-03 for the Home Office

Presented to Parliament by the Secretary of State for  
the Home Department and the Chief Secretary  
to the Treasury Department by command  
of Her Majesty June 2002

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## A User's Guide To The Home Office

### Requests for Information

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

Publications Enquiries  
Public Enquiry Service  
Home Office  
50 Queen Anne's Gate  
London SW1H 9AT  
Tel: 0207 273 3072  
Email: [public.enquiries@homeoffice.gsi.gov.uk](mailto:public.enquiries@homeoffice.gsi.gov.uk)

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

### The Home Office

We can be contacted at:  
50 Queen Anne's Gate  
London  
SW1H 9AT  
Email: [public.enquiries@homeoffice.gsi.gov.uk](mailto:public.enquiries@homeoffice.gsi.gov.uk)  
Tel: 0207 273 4000  
Fax: 0207 273 2065

### The Immigration and Nationality Directorate (IND)

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

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

For immigration enquiries call 0870 606 6677  
For application forms call 0870 241 0645  
For leaflets call 0208 649 7878

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

### United Kingdom Passport Service

Contributes to the delivery of Aim 6. More information on UKPS's purpose and objectives can be found in Section 2 of this report. The UKPS can be contacted at:

General inquiries 0870 521 0410\*  
To request an application form pack by telephone 0901 4700 110  
To request an application form pack by fax 0901 4700 120  
To request faxback information 0901 4700 130

You can visit the Passport Service's website at [www.passport.gov.uk](http://www.passport.gov.uk)

\* The UKPS national advice line is available 24 hours a day 7 days a week.

## Criminal Records Bureau

The CRB can be contacted at:

Customer Services  
CRB  
PO Box 110  
Liverpool  
L3 6ZZ

CRB information line	0870 90 90 811
Registration line	0870 90 90 822
Disclosure application line	0870 90 90 844
Minicom line	0870 90 90 344

You can visit the CRB's website at [www.crb.gov.uk](http://www.crb.gov.uk) or the Disclosure service website at [www.disclosure.gov.uk](http://www.disclosure.gov.uk)

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

## HM Prison Service

Can be contacted at:

Cleland House  
Page Street  
London SW1P 4LN  
Tel: 0207 217 2661  
Fax: 0207 834 4803

You can visit the website at [www.hmprisonservice.gov.uk](http://www.hmprisonservice.gov.uk)

## National Probation Directorate

Can be contacted at:

National Probation Directorate  
Horseferry House  
Dean Ryle Street  
London SW1P 2AW  
Tel: 0207 217 0655  
Fax: 0207 217 0660

E-mail: [NPD.PublicEnquiry@homeoffice.gsi.gov.uk](mailto:NPD.PublicEnquiry@homeoffice.gsi.gov.uk)

**A list of useful websites can be found at the back of the report**

## Foreword by David Blunkett

This report highlights the many important ways in which the Home Office has sought to improve the quality of life and make a difference in communities throughout the country in the past year. It shows how taxpayer's money has been invested to deliver a tangible return in the form of reduced crime and fear of crime, more effective policing, reduced availability and abuse of hard drugs, a more efficient and effective immigration, nationality and asylum system, prisons and probation services that protect the public and have a bigger impact in reducing reoffending, and a criminal justice system that is better equipped to support victims and sentence offenders efficiently and fairly.



In addition, we have by necessity been involved in providing domestic security in the aftermath of the attack on the World Trade Centre on 11 September, and the associated civil contingency measures within the United Kingdom, essential to protecting and promoting our interests. We have promoted the social cohesion agenda, the co-ordination of voluntary and volunteering action and the broader responsibility for charitable activity.

The Home Office's ultimate goal is to help build and support vibrant and healthy neighbourhoods and communities in which people of all ages can live, work, learn, shop, raise children and enjoy their leisure, free from the corrosive restrictions of crime and fear. Strong and confident communities are what bind us together as a society. We will develop and mobilise our partnerships with other Government Departments, local authorities, agencies and community groups to deliver solutions that work for local people. The Home Office is at the heart of identifying and defining the values that give society cohesion and helping to influence and shape the views of what makes this a safe, just and tolerant country in which to live. This underpins everything we do.

Our plans mean more police than ever before and more modern, and efficient police forces throughout the country. We are reforming the way the police work to make them more effective in preventing crime, clearing up crime, interacting with people and representing the communities they serve. The Police Standards Unit will support Basic Command Units in delivering this. Overall crime is down, but we have a lot more to do. We will maintain a strong and determined focus on reducing crime, tackle unacceptably high levels of street crime and respond to people's fear of crime. This requires an effective Criminal Justice system that earns the trust of the public, provides justice for the victim and rehabilitates the offender.

We are also delivering on the government's pledge to address youth crime. We are heavily engaged in programmes that address offending behaviour and divert young people to productive activities, whilst also scoring significant success in reducing the time that it takes to bring those that do offend to justice. Tackling the de-stabilising and negative effects of drugs in local neighbourhoods is also a very high priority, not only to cut usage but also to reduce drug related crime. We are also committed with our partners in the NHS and Department of Health to humane treatment and rehabilitation for drug users. Our cross-cutting work with government partners, public bodies, private industry and community groups contributes to the success of objectives across government in health, education, employment and opportunity for all.

With secure communities, confident in their sense of identity, we can value and sustain the diversity and richness that both our existing minority ethnic communities and new migrants bring, and reduce the tensions illegal migration can create. We will process asylum applications more quickly and efficiently and treat asylum seekers with respect and dignity. Our system will ensure that they have quality support with the everyday needs of living in a new country, and will remove those who do not have a legal right to stay in this country promptly and humanely. We will work with other Government Departments and agencies to stop illegal working. Our new approach to migration policy contributes to sustainable economic growth and prosperity and promotes social inclusion. This will be managed within a coherent approach to immigration and nationality which promotes and celebrates responsible citizenship.

We will, with national and local partners, clamp down on racism and prejudice. We will promote good community and race relations, including implementing the Race Relations Amendment Act. As an organisation, we will strive to listen to the people of this country, and take pride in delivering an excellent service to the public and to those who represent them. We will make the best use of new technology, and ensure value for public money coupled with a high level of professionalism. Above all, we will only be satisfied that we have done our job, when we have made a positive difference to individuals, families and communities.

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

**David Blunkett**



## Introduction and overview by the Permanent Secretary

The Home Office's purpose is to build a safe, just and tolerant society. The targets which we have been set therefore look beyond the policies we devise and the services and programmes we run, to the changes in society they are intended to bring about – reduced crime and fear of crime, less harm from dangerous drugs, a cohesive and integrated society. This is a hugely challenging agenda and it forces us rightly to concentrate on the outcomes of our work and on how we can effect change to benefit the communities we serve.

This combined annual report and business plan sets out the progress we have made in the past twelve months and how we plan to make further progress in the coming year.



In recent years we have helped bring about a substantial reduction in property crime, particularly domestic burglary and vehicle crime, and the last British Crime Survey showed a fall in violent crime as well. Maintaining this downward trend is a continuing challenge and we have also to reverse increases in robbery and street crime and to reduce anti social behaviour and the fear of crime. In April, the Prime Minister and the Home Secretary launched a concerted drive to reduce street crime in our major cities, involving not just the police and criminal justice agencies, but also education, health and other local services.

We have massively reduced the backlog in asylum applications and increased the rate of removals. We have successfully delivered the Government's manifesto pledge to reduce by half the number of days from arrest to sentence for persistent young offenders. In addition early analysis of data on the rate of juvenile reoffending indicates that we are on course to achieve and exceed our 2004 target of a 5% reduction well ahead of time.

The prison service has maintained its excellent record on preventing escapes, with no Category A escapes in the past twelve months and a low level of other escapes. It has also delivered over 72,000 educational qualifications to prisoners, and exceeded targets for drug detoxification. The National Probation Service has implemented new national standards to strengthen the supervision of community sentences and the Courts have placed nearly 13,000 offenders on the accredited programmes, which are now running in every probation area.

In the aftermath of the terrible events of 11 September, the Home Office led the Government's domestic response, including the passage of the Anti-terrorism, Crime and Security Act, improved security at our borders and helping with the relatives and friends of those British citizens who died in the terrorist atrocities.

The disturbances in a number of our Northern cities last summer highlighted the importance of our work on race equality and building strong communities, and led to a new focus on community cohesion.

2001/02 has also been a year of reform and change for the Home Office and its services. The boundary changes following the General Election provided us with a more focused remit (**set out in Section 1 Organisation**), within which there have been major reforms, including:

- establishing in April 2001 the National Probation Service, combining central direction and funding with local delivery by locally employed staff, with national performance standards and increased professionalism for the service across England and Wales (**Section 3 – Aim 4**)
- introducing the most radical reform of the police service for a generation, set out in the White Paper *Policing a new century: A blueprint for reform* and the Police Reform Bill, and establishing the Police Standards Unit (**Section 3 – Aim 1**)
- launching a radical programme of reform of our policies and systems to deliver managed migration, asylum and citizenship, to make our controls on illegal immigration more effective while providing entry routes for legitimate migrants who have a positive contribution to make to the UK's prosperity and productivity, a safe haven for legitimate asylum seekers escaping persecution and a strong sense of citizenship (**Section 3 – Aim 6**)

To reinforce our focus on delivery we are also making changes to the organisation and ways of working in the Home Office:

- We have strengthened the strategic and corporate management of the Home Office by establishing a new Group Executive Board that works with Ministers to set the strategic direction for the Group. The Board includes three non-Executive Directors who bring outside experience and new thinking to our corporate decision-making
- We have established a supervisory board for IND and are in the process of setting up a Correctional Services Board, both under the chairmanship of Home Office Ministers and involving non executive directors and key executives
- We have introduced new recruitment and promotion procedures to bring in and bring on talent at all levels. Our training strategy is addressing our skills gaps, particularly in the areas of project and programme management
- Our NETWORK for ethnic minority staff has developed further and this year the Department supported the launch of a new network for our disabled staff
- We signed the contract with our private sector partners for the building of our new central London headquarters on the Marsham Street site, which will support the transformation of our ways of working

In order to achieve our aims we have to do much more than deliver the services for which we are directly responsible. We have to engage and influence others and mobilise individuals and communities. Within Government we rely on the contributions of our colleagues in health, education, the courts and the criminal justice system, and the social and welfare services. We work too with and through the private sector and industry, particularly on measures to reduce crime. We continue to fund and support voluntary and community organisations that are delivering on our behalf at a local level.

The work of the Home Office also makes a major contribution to delivering government-wide objectives on neighbourhood renewal in our most deprived communities, ensuring positive opportunities are available for young people and building strong families and communities.

In all of these fields we need to work at national, regional and local levels through partnerships. We are strengthening our presence in the regional government offices and locally through the crime and disorder reduction partnerships and the drugs action teams, which we plan to bring together in the coming year.

I am very grateful to all of our staff who have worked hard to deliver in often very challenging circumstances. In particular in my first year I have owed a huge amount to the support and commitment of John Warne who was acting Permanent Secretary for the early months of last year and who leads our work on terrorism, organised crime and drugs.

We are determined to continue to raise our capability and performance across the board. Where we have published proposals for reform, we need to create the right legislative framework and turn the policy into practical outcomes. I am confident that by delivering the plans set out in this document we will make real progress in the coming year.

A handwritten signature in black ink, appearing to read 'John Gieve'.

**John Gieve**  
**Permanent Secretary of State**



# section **one**

## Home Office Overview



Building a safe, just and tolerant society

## THE HOME OFFICE STATEMENT OF PURPOSE

- **To work with individuals and communities to build a safe, just and tolerant society** enhancing opportunities for all and in which rights and responsibilities go hand in hand, and the protection and security of the public are maintained and enhanced.
- **To support and mobilise communities** so that, **through active citizenship**, they are able to shape policy and improvement for their locality, overcome nuisance and anti-social behaviour, maintain and enhance social cohesion and enjoy their homes and public spaces peacefully.
- **To deliver the Department's policies and responsibilities fairly, effectively and efficiently** through the most up-to-date project and day-to-day management, the best use of resources and the development of partnership working.

## THE HOME OFFICE AIMS

The Aims are the high level outcomes that the Home Office is working to achieve and they equate to the objectives expressed in the Department's Public Service Agreements.

- **Aim 1 – To reduce crime and the fear of crime**, tackle youth crime, violent, sexual and drug-related crime, anti-social behaviour and disorder, increasing safety in the home and public spaces. **Aim Leader: John Lyon Director General, Policing and Crime Reduction Group.**
- **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 Leader: John Warne Director, Organised Crime, Drugs and International Group.**
- **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 Leader: Moira Wallace Director General, Criminal Policy Group.**
- **Aim 4 – To deliver effective custodial and community sentences to reduce reoffending and protect the public**, through the prison and probation services, in partnership with the Youth Justice Board. **Aim Leader: Moira Wallace Director General, Criminal Policy Group.**
- **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 Leader: John Warne Director, Organised Crime, Drugs and International Group.**

- **Aim 6 – To regulate entry to and settlement in the United Kingdom effectively in the interests of sustainable growth and social inclusion.** To provide an efficient and effective work permit system to meet economic and skills requirements, and fair, fast and effective programmes for dealing with visitors, citizenship and long term immigration applications and those seeking refuge and asylum. To facilitate travel by UK citizens. **Aim Leader: Stephen Boys Smith Director General, Immigration and Nationality.**
- **Aim 7 – To support strong and active communities in which people of all races and backgrounds are valued and participate on equal terms** by developing social policy to build a fair, prosperous and cohesive society in which everyone has a stake. To work with other Departments and local government agencies and community groups to regenerate neighbourhoods; to support families; to develop the potential of every individual; to build the confidence and capacity of the whole community to be part of the solution; and to promote good race and community relations, combating prejudice and xenophobia. To promote equal opportunities both within the Home Office and more widely and to ensure that active citizenship contributes to the enhancement of democracy and the development of civil society. **Aim Leader: Hilary Jackson, Director Community Policy.**

## Equal opportunities

The Home Office is committed to a policy of equal opportunity for all staff. We will not discriminate on grounds of gender, ethnic origin, disability, sexual orientation, faith or any other factor irrelevant to a person's work. Assessment for recruitment, selection, appraisal, training and career progression purposes is based entirely on the individual's ability and suitability for the work. We are committed to providing staff of all ages and backgrounds with opportunities to maximise their skills and achieve their potential, offering flexible working arrangements wherever possible.

## Public Service Agreement

Our Public Service Agreement with the Treasury – published in July 2000 and revised in July 2001 as a result of the Machinery of Government changes – sets out what the Home Office aims to achieve in return for the resources it is allocated through the Spending Review. The last Spending Review in 2000 set the resource framework and outcome-based targets for the period 2001–02 to 2003–04. These targets developed and carried forward targets set in the 1998 CSR. Some targets were taken forward as SDAs and others were met as reported in the 2000-01 Annual Report. Carried forward targets are reported in the tables showing progress against last year's business plan (section 5) and in the current year business plans for each aim (section 3).

The 17 targets in our Public Service Agreement cover the bulk of Home Office business and set targets for achievement in terms of results which benefit the public, rather than activities – i.e. what we achieve rather than what we do. This helps to ensure that the Home Office, and the services we sponsor, are focussed on improving end results that make a real difference to the public, rather than internal process or activity.

PSA Target Number	PSA Target	Latest Outturn
1	Reduce key categories of: <ul style="list-style-type: none"> <li>• Vehicle crime by 30% by 31st March 2004</li> <li>• Domestic burglary by 25%, by March 2005, with no local authority having a rate more than three times the national average</li> <li>• Robbery in principle cities by 14% by 2005</li> </ul>	<ul style="list-style-type: none"> <li>• A reduction of 109,279 has been achieved as at March 01 against the baseline (i.e. 10.1%) Refer to Aim section 1.2</li> <li>• 15% reduction achieved by March 2001, with no local authority having a rate more than three times the national average</li> <li>• In the 12 months to March 2001, recorded robbery rose by 13%. Refer to Street Crime case study in Aim 1</li> </ul>
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	Baseline established from BCS 2001: percentage very worried about crime in key categories is 22.3% (violent crime), 16.5% (burglary) and 18.5% (vehicle crime). Refer to Aim section 1.2
3	Reduce by 2004, the economic cost of crime, as measured by an indicator to be developed by March 2001	<ul style="list-style-type: none"> <li>• The baseline measure and target have now been agreed: the target is for a reduction in the economic cost of crime against the person and household in 2003/4 against the level in 1999/2000</li> <li>• In 2000/01, the economic cost of crime fell by about 20%</li> </ul>



PSA Target Number	PSA Target	Latest Outturn
4	Disrupt 10% more organised criminal enterprises by 2004	Target to increase by 3% in 2001 the number of organised criminal groups disrupted exceeded. Refer to Aim section 2.3.2
5	Improve the level of public confidence in the CJS by 2004, including improving that of ethnic minority communities	Results from BCS 2000 were published in Research Findings 137 in January 2001. These provided baseline figures. The next BCS figures will be available in July. Refer to Aim section 3.3.3
6	Increase the number and proportion of recorded crimes for which an offender is brought to justice	For year ending October 2001, 82,800 fewer offences were brought to justice. The downward trend is now starting to be reversed. Refer to Aim section 3.3.4
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	BCS 2000 (for victims) and Witness Satisfaction Survey 2000 form the baseline. 100% of all Criminal Justice areas now covered by the Victims' Charter. Refer to Aim section 3.3.2
8	<p>(i) Reduce by 2004 the time from arrest to sentence or other disposal by reducing the time from charge to disposal for all defendants, with a target to be specified by 31st March 2001</p> <p>(ii) Reduce by 2004 the time from arrest to sentence or other disposal by dealing with 80% of youth court cases within their time targets</p> <p>(iii) 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>	<p>(i) 2004 target not yet specified and agreed. Work is ongoing to ensure target is consistent with other priority areas, in particular persistent offenders, and does not distort or over-complicate action on the ground</p> <p>(ii) Latest performance reported in March 2002 against published targets: guilty pleas dealt with in 50 days (against target of 70 days); not guilty pleas dealt with in 120 days (against target of 150 days); committals dealt with in 83 days (against target of 125 days)</p> <p>(iii) 67 days as at February 2002. See section 3.3.1</p>

PSA Target Number	PSA Target	Latest Outturn
9	<p>(i) Reduce the rate of reconvictions of all offenders punished by imprisonment or by community supervision by 5%, by 2004, compared to the predicted rate</p> <p>(ii) Reduce the rate of reconvictions of all young offenders by 5%, by 2004, compared to the predicted rate</p>	<p>(i) Latest figures indicate a 1% fall so far achieved</p> <p>(ii) Provisional analysis of PNC data for the year 2000 post roll-out cohort indicates that we are on course to exceed the 2004 target ahead of time. See Aim section 4.3.2</p>
10	Maintain the current low rates of prisoner escapes, including no Category A escapes	No category A escapes. Annualised escape rate for prisons and Prison Service escorts of 0.04% compared to target of 0.05%. Refer to Aim section 4.3.1
11	Reduce the proportion of people under 25 reporting the use of Class A drugs by 25% by 2005 (and by 50% by 2008)	Overall levels stable, BCS 2000 showed an increase in cocaine use among 16 – 19 year olds. Targets currently under review to ensure that they are correctly focussed and have the right balance. Refer to Aim sections 5.2 & 5.3.1
12	Reduce the levels of repeat offending amongst problem drug-misusing offenders by 25% by 2005 (and by 50% by 2008)	Baseline data for measuring this target is being established from arrestees aged over 17 at 16 custody suites in policy forces across England and Wales. Interim baseline of 15% from first 8 sites. Data from all 16 sites has now been collected, is being analysed, and a report is due in Summer 2002. Refer to Aim section 5.3.3
13	Ensure that by 2004, 75% of substantive asylum applications are decided within 2 months	Target for 2001-02 was to hit 60%. Provisional figures for the first nine months, from April 2001, indicate we had achieved 53%. There has been a substantial improvement in the second half of the year and the final outcome is likely to be on or close to target for the whole year. Refer to Aim section 6.3.2
14	Enforce the immigration laws more effectively by removing in excess of 30,000 failed asylum seekers by 2003/4	We increased the number of removals of failed asylum seekers to 11,515 in 2001/02 and removals are currently running at near 1,000 per month. Refer to Aim section 6.3.3

PSA Target Number	PSA Target	Latest Outturn
15	Make substantial progress by 2004 towards 1 million more people being actively involved in their communities	<ul style="list-style-type: none"> <li>• Match funding of £41 million agreed for round 1 of public sector volunteering project and paid to 24 projects across government to create 160,000 new volunteers</li> <li>• Regional roll-out of Experience Corps, to support and mobilise opportunities for people aged 50 and over to get involved in their communities, started in November 01. Detailed report on progress expected Summer 02. Refer to Aim section 7.3.1</li> </ul>
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 Race Equality in Public Services – a set of race equality performance indicators across the public sector – and achieve representative workforces in the Home Office and its police, probation and prison services	<ul style="list-style-type: none"> <li>• On target to meet Home Office targets to achieve representative workforces. Levels of ethnic minority staff: <ul style="list-style-type: none"> <li>– Core Home Office</li> <li>– Prison Service currently 4.9% against 2009 target of 7%</li> <li>– Police currently 3.3% against 2009 target of 7%</li> <li>– Probation Service 9.7% against 2009 target of 8.3%</li> </ul> </li> <li>• Third edition of Race Equality in Public Services prepared and awaiting publication</li> </ul>
17	Ensure annual efficiency gains by police forces are worth in total at least 2% of overall police spending in that year	As at March 2002, projected efficiency gains of £205 million, a 2.49% saving made. Refer to Aim section 1.3.1

A man in a red long-sleeved shirt is kneeling in a large greenhouse, tending to rows of colorful flowers. The greenhouse has a high, arched metal frame with translucent panels. The floor is covered with dense green foliage and rows of flowers in various colors, including pink, white, yellow, and red. Another person is visible in the background, also working in the greenhouse. A white rectangular box is overlaid on the image, containing the text "section two".

section **two**

## Home Office Organisation

# 2

Building a safe, just and tolerant society

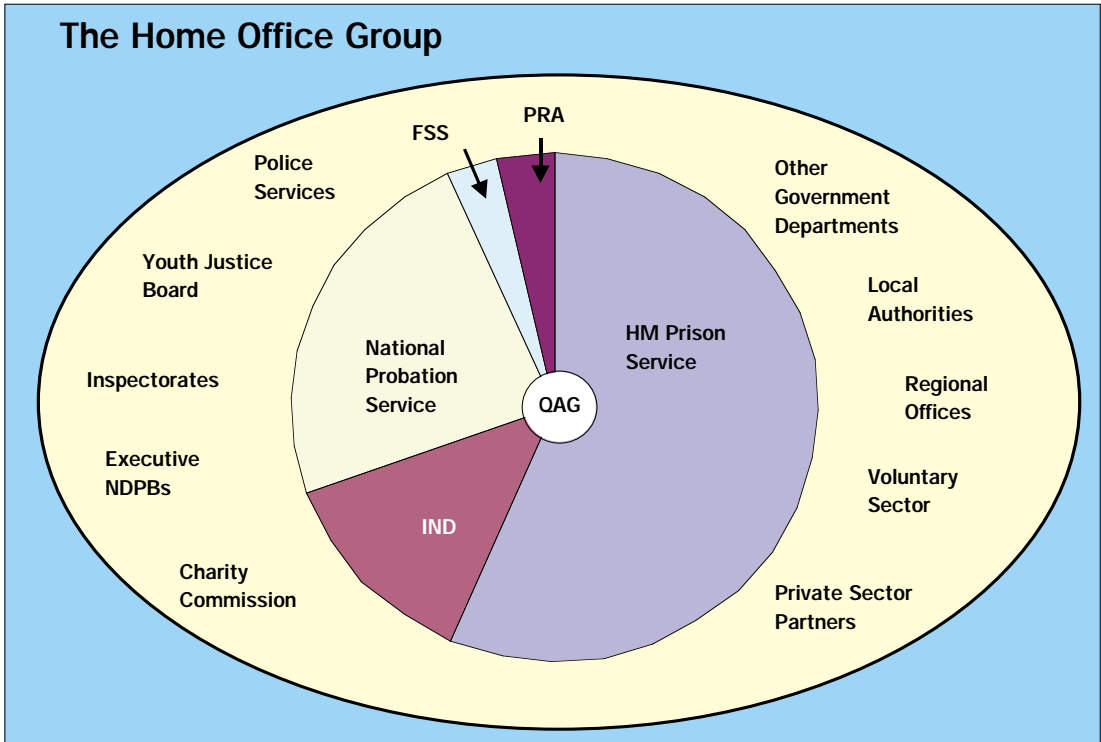
# Home Office Group Organisation

It has been a year of great change in the organisation and structure of the Home Office. Following the General Election, a new Home Secretary was appointed together with six new Ministers and machinery of government changes sharpened the remit of the Home Office. We ceased to be the residual home department, with responsibility for everything not allocated elsewhere (from civil emergencies and fox hunting to the Channel Islands and the setting of British summer time). We now focus on our seven aims:

- **To reduce crime and the fear of crime**
- **To combat terrorism and other threats to national security**
- **To ensure the effective delivery of justice**
- **To reduce re-offending and protecting the public**
- **To reduce the abuse of dangerous drugs**
- **To regulate entry to and settlement in the UK**
- **To build strong and active communities**

We took over responsibility for the Drugs Co-ordination Unit, previously a part of the Cabinet Office, and Work Permits UK, previously part of the Department for Education and Employment, to give us the levers to match our responsibilities.

The result is a complex group that combines a central Whitehall department with wide ranging responsibilities for social policy, three of the most important public services – prisons, probation and immigration & nationality – and a number of other operating businesses including the Passport and Records Agency and Forensic Science Service. It also supports the Home Secretary in overseeing the work of a number of non departmental public bodies including the Criminal Injuries Compensation Authority and the Youth Justice Board and of the police service in England and Wales and our national law enforcement agencies.



## Executive Agencies

The Home Office includes three executive agencies. A Chief Executive directly accountable to the Home Secretary leads each agency. Each Chief Executive is directly responsible for the performance of their agency. They are:

Martin Narey	HM Prison Service	<a href="http://www.hmprisons.gov.uk">www.hmprisons.gov.uk</a>
Sir Bernard Herdan	HM United Kingdom Passport and Records Agency	<a href="http://www.ukpa.gov.uk">www.ukpa.gov.uk</a>
Dr David Werret	HM Forensic Science Service	<a href="http://www.forensic.gov.uk">www.forensic.gov.uk</a>

## The Prison Service

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

The Prison Service accounts for approximately 16% of the total resources for the Criminal Justice System, playing a key role in that system. The Prison Service works in pursuit of the Home Office's Aims 3 and 4 and makes important contributions towards the other aims. The two objectives set for the Prison Service are:

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

## The UK Passport and Records Agency

The Passport and Records Agency (PRA) was established in March 2001 and encompasses two operating arms, the UK Passport Service (UKPS) and the Criminal Records Bureau (CRB).

The UKPS is responsible for the issuing of passports to British nationals living in the United Kingdom. From 1991 to the formation of the PRA in 1998 it was an Executive Agency of the Home Office in its own right. The UKPS Headquarters are located in London and its seven passport offices are located in Belfast, Durham, Glasgow, Liverpool, London, Newport and Peterborough. The UKPS supports the delivery of Home Office Aim 6 the Service's primary objective is:

- To provide the best possible service to its customers while maintaining the integrity of the British passport.

The CRB was established under Part V of the Police Act of 1997 in response to public concerns about the safety of children and vulnerable adults. The CRB is based in Liverpool and works with police forces and other Government departments to provide criminal record and

other information for recruitment and licensing purposes. The CRB provides this information through its Disclosure service that was launched on 2 April 2002. Its primary objective is:

- To help employers and voluntary organisations make more informed recruitment decisions through improved access to Government and police records. This will facilitate safer recruitment and protect the vulnerable.

## The Forensic Science Service

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

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

## Machinery of Government Changes

On Friday 8th June 2001, the Prime Minister made changes to the areas of responsibility held by some Government Departments. Responsibility for seventeen areas of policy was changed across the Home Office, with two incoming and fifteen outgoing. The Home Office has gained responsibility for Work Permits and the UK Anti-Drugs Co-ordination Policy. These areas naturally fall within the remit of the Immigration & Nationality Directorate and the Policing & Crime Reduction Group.

Responsibility Changes	From	To
<b>Work Permits</b>	Department of Education & Employment	Home Office Immigration & Nationality Directorate
<b>UK Anti-Drugs Co-ordination</b>	Cabinet Office	Home Office Policing & Crime Reduction Group

Responsibility Changes	From	To
<b>Liquor Licensing</b>	Home Office Constitutional & Community Policy Directorate/Legal Adviser's Branch	Department for Culture, Media & Sport
<b>Gambling &amp; Horseracing</b>	Home Office Constitutional & Community Policy Directorate	Department for Culture, Media & Sport
<b>Planning for the Queen's Golden Jubilee</b>	Home Office Constitutional & Community Policy Directorate	Department for Culture, Media & Sport



Responsibility Changes	From	To
<b>Functions relating to film and video licensing</b>	Home Office Criminal Policy Group	Department for Culture, Media & Sport
<b>The Fire Services</b>	Home Office Fire & Emergency Planning Directorate/Research Development & Statistics Directorate	Department for Transport, Local Government & The Regions
<b>Fire Service College</b>	Home Office Agency	Department for Transport, Local Government & The Regions
<b>Contingency/ Emergency Planning</b>	Home Office Fire & Emergency Planning Directorate	Cabinet Office
<b>Byelaws</b>	Home Office Constitutional & Community Policy Directorate	Department for Transport, Local Government & the Regions
<b>Electoral Law</b>	Home Office Constitutional & Community Policy Directorate	Department for Transport, Local Government & the Regions
<b>Open Government, Freedom of Information, Data Protection</b>	Home Office Constitutional & Community Policy Directorate/ Legal Adviser's Branch	Lord Chancellor's Department
<b>Channel Islands/Isle of Man, Royal &amp; Church Matters, Hereditary Peers and Lord Lieutenants</b>	Home Office Constitutional & Community Policy Directorate	Lord Chancellor's Department
<b>Human Rights</b>	Home Office Constitutional & Community Policy Directorate	Lord Chancellor's Department
<b>Animal Welfare &amp; Hunting</b>	Home Office Constitutional & Community Policy Directorate	Department for Environment, Food and Rural Affairs
<b>Sunday trading, Summer time, Easter</b>	Home Office Constitutional & Community Policy Directorate	Department of Trade & Industry

## Reorganisation of Ministerial Responsibilities on 29 May 2002

Following the Government reshuffle on 29 May 2002, four new Ministers joined the Ministerial team in the Home Office and changes were made to Ministerial responsibilities.

**The Home Secretary, David Blunkett**, has overall responsibility for the work of the Home Office, Civil Emergencies, Security, Terrorism and Expenditure.

**Beverley Hughes** was promoted to become Minister of State for Citizenship, Immigration and Community Cohesion in place of Lord Rooker who moved to become a Minister of State in the Office of the Deputy Prime Minister. Her responsibilities include overall responsibility for Nationality, Immigration and Asylum, including work permits; Nationality including coherent citizenship and inward migration policies; UKPS; and Entitlement Cards. Responsibility for Family Policy and oversight of Community Cohesion, Community Policy and Active Communities; Responsibility for Women's issues.



**Lord Falconer of Thoroton** joined the Home Office from the Department of Transport, Local Government and the Regions. He became Minister of State for Criminal Justice, Sentencing and Law Reform with overall responsibility for: reform and modernisation of the Criminal Justice System and oversight of all criminal justice issues – and particular responsibility for sentencing policy, disclosure, rules of evidence, and bringing more offences to justice, Support for victims and witnesses. Wrongful Convictions; Bribery and Corruption. Criminal Records; and Criminal Injuries Compensation. Criminal Cases Review Commission. Home Office business in the House of Lords.



**Hilary Benn** MP for Leeds Central moved from the Department for International Development and took over from Beverley Hughes as Parliamentary Under Secretary for Community and Custodial Provision. He provides support to Minister of State for Criminal Justice, Sentencing and Law Reform, with particular responsibility for correctional services including prisons and probation and the Youth Justice Board; managing restricted patients and Home Office input into provision of mental health services; Policy on Sex Offenders and Sex Offences; Policy on public protection and dangerous offenders; Drugs in Prison; Coroners. Obscenity; Internet Porn; Support to Lord Falconer on case-work for wrongful convictions, CCRC and CICA. CJS Business in the House of Commons



**Lord Filkin of Pimlico** is the third new member of the team and became Parliamentary Under Secretary for Race Equality, Community Policy and European and International Policy. He provides support to the Minister of State for Citizenship and Immigration, with particular responsibility for Race Equality and European and International business. He is also departmental Green Minister and Design Champion and supports the Home Secretary on departmental infrastructure issues. He also supports Lord Falconer on Home Office business in the House of Lords



**Michael Wills** joined the Home Office from the Lord Chancellor's Department and became Parliamentary Under Secretary for CJS IT. He is responsible for CJS IT and other system-wide integration; Home Office performance on correspondence; e-Government; Support to other Ministers in the House of Commons.

**John Denham** retains responsibility as Minister of State for Crime Reduction, Policing and Community Safety. He has overall responsibility for police policy including management issues and effective policing. Overall responsibility for crime reduction and community safety, including strategy to overcome anti-social behaviour and youth crime prevention. Crime and Disorder Reduction Partnerships; the Street Crime Initiative; Responsibility for the Children and Young Persons' Unit and Children's Fund; domestic violence; support to the Home Secretary on civil contingencies. Science. Football disorder.

**Bob Ainsworth** continues as Parliamentary Under Secretary for Anti-drugs Co-ordination and Organised Crime. His responsibilities include Support to Minister of State for Crime Reduction, Policing and Community Safety; Overall responsibility for drugs policy including development of a coherent drugs and alcohol abuse strategy and programme for delivery; Organised and International Crime including European law enforcement, extradition, judicial cooperation and high tech crime; Licensing of animal procedures. Alcohol, firearms, raves, and road safety enforcement.

**Keith Bradley** and **Angela Eagle** have left the Government.



Building a safe, just and tolerant society



HOME SECRETARY  
**David Blunkett**



PERMANENT SECRETARY  
**John Gieve**

### Statement of Purpose

- To work with individuals and communities to build a safe, just and tolerant society
  - To support and mobilise communities through active citizenship
- To deliver the department's policies and responsibilities fairly, effectively and efficiently

### Ministerial Team



POLICING & CRIME REDUCTION  
**John Denham**



ORGANISED CRIME & DRUGS  
**Bob Ainsworth**



CRIMINAL JUSTICE SYSTEM  
**Keith Bradley**



CORRECTIONAL SERVICES  
**Beverley Hughes**



IMMIGRATION & CITIZENSHIP  
**Jeff Rooker**



COMMUNITY POLICY & EUROPE  
**Angela Eagle**

### Group Executive Board



COMMUNITY POLICY  
DIRECTORATE  
**Hilary Jackson**



CRIMINAL POLICY  
**Moira Wallace**



HM PRISON SERVICE  
**Martin Narey**



RESOURCES & PERFORMANCE  
**Margaret Aldred**



IMMIGRATION & NATIONALITY  
**Stephen Boys Smith**



NATIONAL PROBATION  
SERVICE  
**Eithne Wallis**



POLICING & CRIME REDUCTION  
**John Lyon**



ORGANISED CRIME,  
DRUGS & INTERNATIONAL  
**John Warne**

### Home Office Directorates and Executive Agencies



COMMUNICATION  
**Brian Butler**



LEGAL ADVISER  
**David Seymour**



PLANNING & PERFORMANCE  
**Robert Fulton**



FINANCE  
**Les Haugh**



RESEARCH DEVELOPMENT  
& STATISTICS  
**Paul Wiles**



RACE EQUALITY ADVISER  
**Mark Carroll**



CORPORATE DEVELOPMENT  
& SERVICES  
**Charles Everett**



PERSONNEL  
**Deborah Loudon**



PRIVATE OFFICE  
**Jonathan Sedgwick**



FORENSIC SCIENCE SERVICE  
**Dr David Werret**



PASSPORT & RECORDS  
**Bernard Herdan**

### Non-Executive Directors



**Derrick Anderson**



**Patrick Carter**



**Denise Kingsmill**



section **three**

## Delivering Better Public Services



Building a safe, just and tolerant society

# 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.



## 1.1 Introduction and Overview

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Crime and anti-social behaviour have a profoundly damaging effect on individuals and the communities in which they live and the quality of life for millions of people is blighted as a result of being a victim or through fear of becoming a victim. Security in everyday life is an essential public good. The rule of law is vital to a well functioning civil society in which personal and property rights, (and the corresponding obligations) are respected and observed. Crime reduction, better policing, tackling offending, supporting victims and reforms to the criminal justice system all contribute to the wider goal of civil renewal to build a decent society.

Our priority in the last year has been to tackle crimes that affect large numbers of people, such as burglary and vehicle crime, and to give a new impetus to dealing with street crime and anti-social behaviour, such as vandalism. We are paying special attention to areas and groups which suffer disproportionately from crime and the fear of crime but aim to drive action in every community.

Central to reducing crime and the fear of crime is the development of a modernised, professional police service, with numbers at record levels, which is equipped with and can use effectively – the best supporting technologies. The reform programme introduced by the White Paper, “Policing a New Century”\*, will lead to radical and forward-looking changes to policing practice. We will work with the police to improve the standards, reliability, consistency and responsiveness of the service. The new Police Standards Unit will help to drive up the improvement needed in police performance so policing services are provided more consistently and at a higher standard to all communities.

\* CM5326 Published December 2001 by TSO Ltd.

Whilst the police have a major part to play, all public services, the private sector and individuals must take seriously their own responsibilities to reduce crime. We therefore support, throughout the country, 376 local crime and disorder reduction partnerships, which include the police and local authorities along with a wide range of agencies in the statutory, voluntary, community and private sectors.

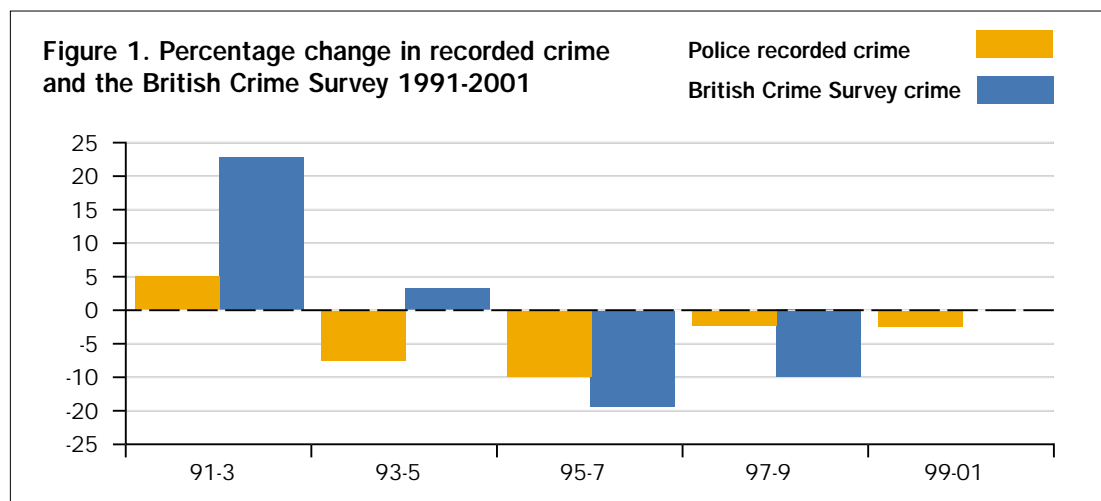
Through a significant research programme, we are improving our knowledge of what works against crime and disorder. We lead and support effective cross-departmental initiatives against crime and make an important contribution to the Government's wider neighbourhood renewal strategy in deprived areas and in tackling the drug abuse that is so intertwined with street crime and causing fear in communities.

Key statistics, policies and activities are included in the following paragraphs and reflect both the successes we have seen in the last year and our major plans for next year.



## 1.2 Key achievements and targets

The British Crime Survey 2001, which counted crimes committed in the year 2000, showed that overall crime fell by 12% compared with 1999. There were significant falls in key crimes: domestic burglary was down by 17%, vehicle crime by 11% and violent crime by 19%. The Survey also found fear of three key crimes – violent, vehicle and domestic burglary – had fallen slightly compared with 1999. Figure 1 below summarises the trends in crime using the British Crime Survey.



The Recorded Crime Statistics for the 12 months to March 2001 showed a 2.5% fall compared with the previous 12 months. Burglary and vehicle crime both fell at a faster rate than the previous year, with domestic burglary falling by 9% and thefts of and from vehicles falling by 7%. (See figures 2 and 3 below).

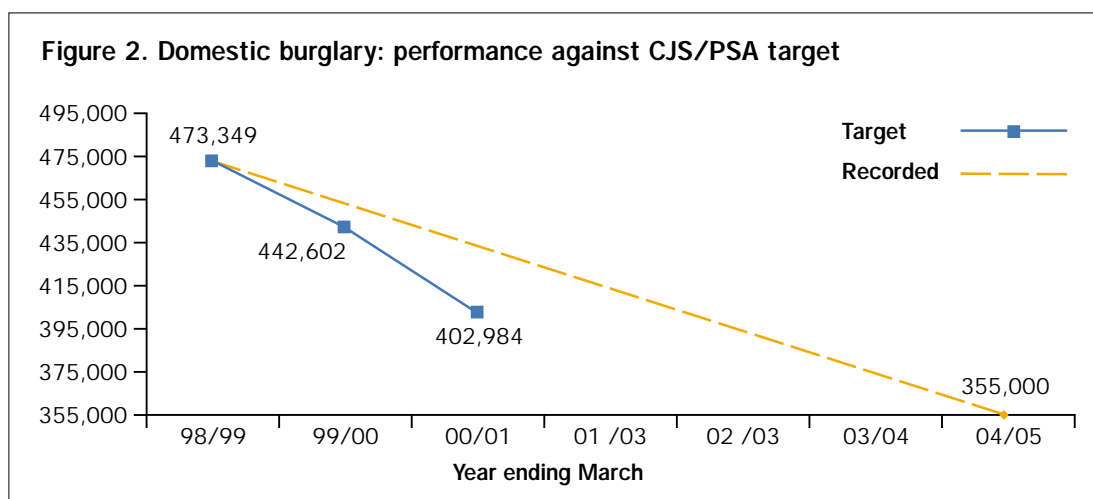
The next published recorded crime figures will cover year ending March 2002. They will be published alongside the results from the new annual British Crime Survey, in Summer 2002, to provide the first comprehensive picture of crime statistics. The early indications are that the data for 2001/02 will show increases in volume crime and a significant rise in street crime.

We are working to re-establish the downward trend of recent years in volume crime and to reverse the increase in street crime and meet the challenging target we have been set.

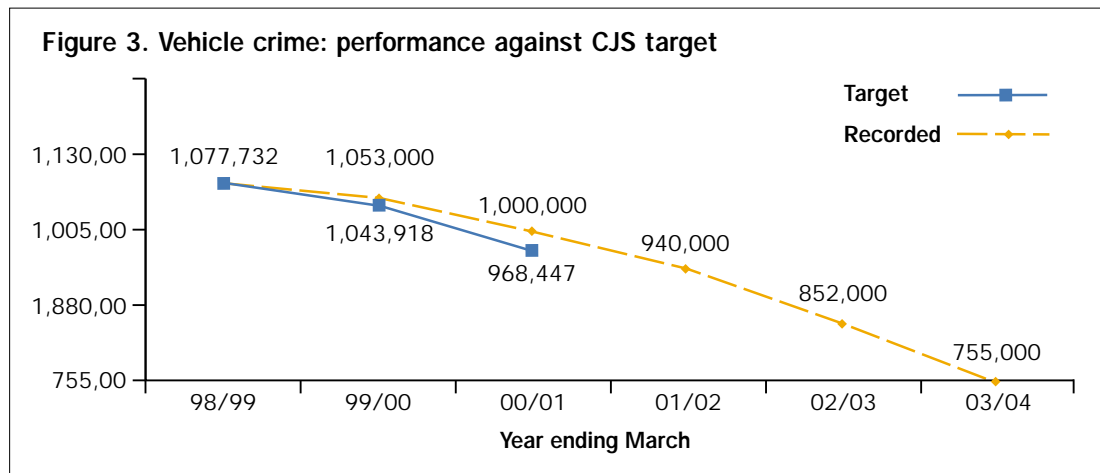
Changes in volume crime may not only reflect changes in crime trends, but also reporting and recording practices, due to factors such as changing social attitudes and levels of tolerance in relation to offences such as domestic violence and racist crime and the impact of the new National Crime Recording Standard (see Box below).

### Aim 1 National Crime Recording Standard

**The National Crime Recording Standard (NCRS) has now been introduced across police forces in England and Wales. It has two main aims: to promote greater consistency between police forces in the recording of crime and to take a more victim oriented approach to crime recording. The first aim is essential for a meaningful police performance measurement and the second will help to promote public confidence in the service by ensuring that all reports of incidents are registered and that the count of recorded crimes fully reflects the demands for service placed upon the police by victims. The introduction of the National Crime Recording Standard (NCRS) will increase the number of recorded crimes overall and will increase some specific crime categories very substantially, notably, for example, criminal damage and common assault. Since each force will have to make different changes to meet the new standard it is not possible to say by exactly how much this will artificially increase recorded crime but early indications suggest about 20%. These changes will not reflect any real increase in crime. In order to provide a better picture of the reality of the level of crime experienced by the public, recorded crime data will in future be published alongside British Crime Survey and other key data in a composite Crime Statistics publication.**







## CASE STUDY – Vehicle Crime



An innovative national communications campaign is proving key to the strategy to reduce vehicle crime by 30% between April 1999 and March 2004. £16m has been invested in the first two years of a three-year campaign to raise levels of security awareness amongst motorists, in order to reduce vehicle crime. It shows people the steps they can take to reduce the risk of vehicle crime, in particular theft from cars, which accounts for two-thirds of the vehicle crime problem. All of the advertising messages – which can be seen everywhere from on television to

petrol pump nozzles – are presented from the criminal's perspective, as research showed this is an effective way of getting the message across.

The high profile campaign has helped to attract the support of organisations with a shared interest in reducing vehicle crime, such as: Lycos, RAC Auto Windscreens, Tracker Network UK and Retainagroup. Their support has helped spread key vehicle crime reduction messages even more widely and demonstrates a real partnership approach to bringing crime down.

Independent research shows that the three-year advertising campaign has been successful in positively shifting motorists' awareness and attitudes towards vehicle crime, especially on key messages such as 'don't leave valuables on display' and 'lock your car'. With 90% prompted recognition levels it is clear the advertising is reaching motorists and helping to increase public confidence that something can be done to reduce this kind of crime.

## 1.3 Strategy

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Our strategy to further reduce crime and eliminate fear of crime depends on several strands of public policy working together. Later chapters of this report cover measures we are taking to deal with international crime and drug abuse as well as reforms to make the criminal justice system more effective. In this section we focus on steps we are taking to improve policing, empower communities and work with other government departments to cut crime and promote neighbourhood safety.

A key current example is that with the police and other agencies, we have recently launched an initiative aimed at reducing the level of street crime in the 10 police force areas in England and Wales that account for 82% of robberies. (They are: Metropolitan Police, Greater Manchester, West Midlands, West Yorkshire, Merseyside, Avon and Somerset, Nottingham, South Yorkshire, Lancashire and Thames Valley). The programme will focus on reversing the rise in street robberies and other crime, such as snatch thefts, car-jacking and the illegal possession or use of firearms that threatens the safety of our streets, as well as the adoption of fast-track prosecutions to raise the conviction rate.

To support this programme the Home Office has put together a funding package of around £261 million to tackle street crime and associated issues (£194m for prisons, £67m for police, resettlement, CPS, courts).

The Prime Minister and Home Secretary have convened a Street Crime Action Group, involving Ministerial colleagues from across government, the police and local government to ensure that the targeted police activity is backed by complementary work by Departments and other agencies (including the Crown Prosecution Service, the courts, the Youth Justice Board, schools, local authorities, health, education and social services), in a concerted effort to tackle the root causes, and deal with the consequences, of street crime.

### 1.3.1 A World Class Police Service

In order to deliver a world class police service, we will work with police authorities, ACPO, The Police Superintendents' Association and the Police Federation to: raise policing standards; make sure that best use is made of officers' time; deliver a more visible, accessible and high quality service to the public; improve performance measurement; provide the most effective support from science, technology and IT and enable a greater focus on victims and witnesses. Efficiency gains and productivity improvements of 2% a year will be fed back in to improve front-line policing (as at March 2002 projected efficiency gains of £205m (2.49%) were made). The reform programme introduced by the White Paper, *Policing a New Century*, will bring about major improvements in the way in which the police service works. Our programme has three main planks.

#### *(i) Modern Management*

Good management requires a clear framework of goals allied to measures that show how effectively resources are used to meet those goals. Working with key stakeholders including the Association of Police Authorities, Association of Chief Police Officers and the Treasury, we are developing a system for police performance management and measurement, in order to improve police efficiency and deliver a better service to the public. It will ensure a link between resources and outcomes, provide a better tool for comparisons, and enable both stakeholders and the public to have a greater understanding and appreciation of the results of policing efforts. It will incorporate a range of indicators and targets including best value performance

indicators. The recently established Police Standards Unit will work with Her Majesty's Inspectorate of Constabulary and other parts of the Home Office and partners to drive up police performance, not only through reviews but by devising strategies for improvement and sharing best practice. The Unit is contributing to the work on performance measurement and is also focused on improving performance in specific areas such as street crime, repeat victimisation, staff sickness absence and ill-health retirements. This national approach should dovetail with more intelligence-based and problem-solving policing at local level, in which management in local areas establish clear plans to apply resources to intervene in local problems.

It is vital that police effort is focussed where it can most make an impact in reducing crime and increasing reassurance in the police service. One result of this sharper focus has been to reduce the number of Best Value Performance Indicators (BVPs) by nearly half for 2002/03 from the previous year.

### *(ii) Innovation and New Technology*

Modern police services will only excel if they exploit to the full the opportunities new technologies offer to make themselves more effective. Better use of I.T. should reduce the burden of paperwork and support the efficient working practices that will ensure officers are out on the beat, dealing face-to-face with the public and providing a visible presence in our communities. Modern technology will increase detections, strengthen the reliability of evidence and lead to more assured convictions. Combining best practice techniques with the best in technology will equip the police to reverse those crime rates that are rising whilst continuing to drive down the rates for others, especially the more serious and violent crimes.

Forensic skills, including DNA profiling and the National Intelligence Model will continue to play an increasingly critical role in tackling volume crime, such as vehicle crime and domestic burglary. The National Automated Fingerprint Identification System (NAFIS) is now operational in all police forces in England and Wales, providing access to a national criminal database of more than 5 million finger-print sets. NAFIS has a direct link with the Police National Computer (PNC) and police officers are told of positive results within 24 hours, compared with several days previously. The new Livescan system for the electronic capture of finger-prints was launched in 2001.

Airwave, a digital police communications system, is replacing analogue radios and provides much improved voice communications. Airwave will make it easier for control rooms to deploy and co-ordinate officers at crime scenes. Foot patrols will be able to communicate directly with vehicle patrols for the first time.

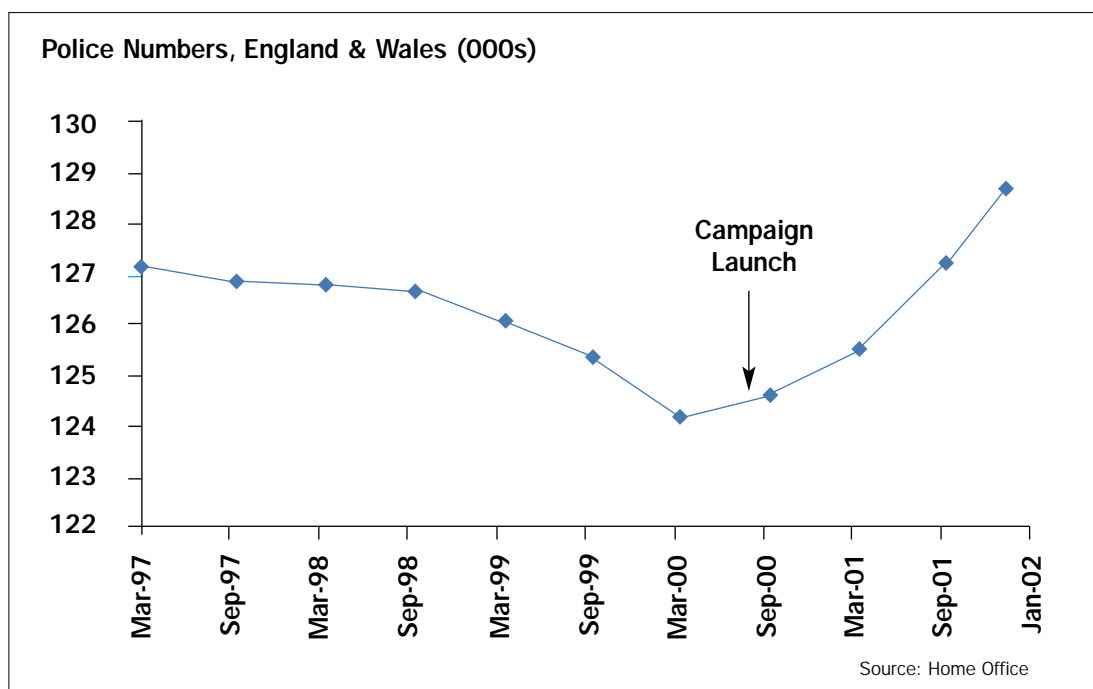
The DNA Expansion Programme will provide additional funds to forces to collect DNA samples from suspects and crime scenes. DNA profiles of "all known offenders" (about 2.6million people) will be held on a database by March 2004. (The Programme has already achieved its target of 1.5m profiles on the database by March 2002). These profiles will be matched quickly against the material recovered from a crime scene. The increased rate and speed at which DNA matches are made will make it easier for the police to identify offenders.

### *(iii) The right people working in the right way*

Our aim is to provide properly staffed services, with well-trained, motivated police officers, high quality managers and support staff who are both able and effectively deployed.

About 3,000 officers are to be recruited in the current financial year (2002/03) through the Crime Fighting Fund to deliver a total of 9,000 CFF recruits over and above previous

recruitment plans in the three years to March 2003. Police strength had reached an all time high of 128,478 officers by 31 January 2002 and should increase further, to 130,000 officers, by Spring 2003. The number of new recruits entering police training colleges in 2001/02 was 9,825. This was 2,816 (40%) higher than in 2000/01.



Subject to the passage of the Police Reform Bill, police forces will be able to deploy support staff as community support, detention, escort or investigating officers – with appropriate powers – freeing-up police officers to spend more time patrolling the streets, dealing with the public, detecting and clearing up crime.

We are working across the criminal justice system to ensure that we implement an effective strategy for increasing the frequency with which persistent offenders are caught and convicted and the number of offences which are brought to justice. The main strands of the strategy deal with effective use of the National Intelligence Model; a consistent approach to dealing with as many as possible of the crimes committed by a persistent offender when charged; and the identification and dissemination of best practice in joint police and probation schemes. We have established the Persistent Offenders Task Force with the police to determine how best to deliver the Government's goal of doubling, within ten years, the chance of a persistent offender being caught and punished.

Concentrating police resources on repeat victims is also one of the most effective ways to reduce overall crime. We must ensure that examples of best practice in this area are developed into a coherent nation-wide approach, ensuring that police forces focus their deployments on repeat victimisation and offer better, practical help and support to victims of crime. The Standards Unit will work with forces, BCUs and local partnerships to ensure that best practice is defined and implemented across the country. It will also be incorporated in standard police training.

We have a far reaching programme to improve professional standards for recruiting, training and developing police officers. The Police Skills and Standards Organisation was set up to develop a workforce development plan and national occupational standards. The Police Leadership Development Board was established in May 2001 to develop a leadership strategy for the police service. A revised fast-track scheme, the High Potential Development scheme,

was launched in February 2002 to develop high calibre leaders capable of meeting the challenges of the future. The Central Police Training and Development Authority (Centrex) was established on 1 April 2002 as a centre of policing excellence and support which will develop competence throughout policing careers. As an international centre defining, developing and promoting excellence, Centrex connects with the best in the world and shares their collective learning.

### CASE STUDY – Increasing police numbers



Police numbers reached record levels of 128,478 as of 31st January 2002. In just the first six months of last year (April – September 2001) police strength rose by 1,549 officers, continuing an upwards trend that saw strength increase by 1,512 officers between 31 March 2000 and 31 March 2001. This success has been significantly boosted by the Crime Fighting Fund (CFF). Launched in April 2000 to tackle falling police numbers, the CFF has enabled forces in England and Wales to take on 9,000 recruits over and above previous plans in the three years March to 2003. In 2001/02 forces expect to recruit 3,200 officers through the CFF alone, in addition to some 6,300 through other routes. The number of new recruits entering training colleges in 2001/02 (9,825) was 2,816 (40%) higher than in 2000/01.

To help with the drive for more recruits the Home Office launched a national police recruitment campaign in August 2000. So far over 62,000 people have expressed an interest in joining the police service as a result of the “Could You? Police” campaign.

TV, radio and national press advertising were mainstays of the campaign in 2001, as well as activity online to raise awareness of the website. New advertisements featured celebrities such as Lennox Lewis – the boxer, Gabby Yorath – the TV presenter, and Chris Bisson from Coronation Street.

In addition to its impact on increasing the numbers of police recruits, it is clear the campaign is helping to raise the level of public respect for the police service. Research in 2001 showed a 12% increase in the numbers of those who said they “highly respect” the police.

### 1.3.2 Empowered Communities

The police have a major part to play in reducing crime. But the effect of police effort is multiplied when they work in partnership with healthy communities, which include voluntary groups, local businesses and other public services, to combat crime.

The Home Office appointed ten Crime Reduction Directors in 2000, supported by teams of staff based in the nine Government Offices for the regions and one in the National Assembly for Wales. They contribute to policies and projects on the delivery of crime reduction, anti-social behaviour and the fear of crime. They have been working to reduce crime in each region and Wales by working with local crime and disorder reduction partnerships (CDRPs) and with the main agencies involved in reducing crime and by strengthening their links with central Government. They have also been building strong working relationships with all the key members of the partnerships in their region, including the police, local authorities, probation service, health authorities and the voluntary and community sectors. With the latter groups, they have been facilitating the fullest involvement of voluntary/community sector interests (including ethnic minorities) in the regeneration and renewal agenda.

They have managed and allocated funding under the Government's Crime Reduction Programme, the Communities Against Drugs programme and the Partnership Development Fund; the latter being used to accelerate cross-cutting work on new information systems, promoting good practice and effective working arrangements.

The sharing of up-to-date information is vital to effective partnership working. The Crime Reduction Website ([www.crimereduction.gov.uk](http://www.crimereduction.gov.uk)) is an interactive source of information, good practice, new ideas and proven local solutions, developed with ACPO, the Local Government Association, NACRO and Crime Concern. It receives more than 1 million hits each month. It includes 17 crime reduction toolkits, which provide local partnerships with effective and proven approaches to tackling specific offences and aspects of criminality.

Through the Crime Reduction Programme we have invested more than £340 million in 1470 projects, to build on proven approaches to tackling local crime problems and to develop evidence on what works. The projects funded include over 240 burglary schemes, over 680 CCTV schemes and 60 targeted policing initiatives. High-risk areas or communities, containing more than two million homes, have been covered by 247 reducing burglary projects, leading to an estimated reduction of 12,000 burglaries.

## CASE STUDY – Sheffield StudentLand Project



£499,000 was awarded under Round 3 of the Reducing Burglary Initiative to address the burglary problem faced by residents in areas with a high student population. The Sheffield StudentLand project was launched by South Yorkshire Police (SYP) in April 2001. 'StudentLand' was characterised by a high turnover of student residents living in multi-occupancy rented housing, often with poor security, with a high concentration of portable electrical goods attracting burglars to the area.

The project partners, which included SYP, Sheffield City Council, Sheffield University and Sheffield Hallam University, developed a number of interventions with the aim of reducing burglary in StudentLand by at least 20%. These included an alley-gating scheme, target hardening for victims and other vulnerable households, environmental improvements and a proactive police team. Other interventions aimed specifically at the student population include bar code labels to mark property, publicity, and Web Detect software, which once installed can help the police track stolen computers which are subsequently connected to the internet.

The project team succeeded in installing over 110 alley gates, carried out security surveys in almost 1000 households and target hardened over 700 properties. Over 300,000 bar code labels were distributed by the universities to the home addresses of first year students before their arrival in Sheffield. Surveillance and enforcement operations undertaken by the proactive team lead to the arrest of several key prolific offenders.

Initial figures from SYP show that in the first 9 months of project implementation, burglary dropped by 35% compared to the same period the previous year. The project officially came to an end in March 2002, but many of the interventions are to be continued by the Police and other partners, to help sustain this reduction in burglary.



The Communities Against Drugs programme is providing over £200 million over the three years to 2005 to the 376 Crime and Disorder Reduction Partnerships (CDRP) to disrupt local drugs markets, tackle drug related crime and anti-social behaviour and strengthen communities to resist drugs. Partnerships are funding a range of interventions including police enforcement activity, intelligence gathering, CCTV, outreach workers and schools' programmes.

The Safer Communities Initiative (SCI), launched with £20m in 2002, will apply the lessons learned from the Crime Reduction Programme. Each Crime and Disorder Reduction Partnership has received SCI funding and can expect to receive at least the same again in 2003-04, to translate local crime reduction strategies into action. Partnerships will work in conjunction with Crime Reduction Directors to develop SCI activity plans addressing crime and disorder in local communities in order to meet national targets and tackle local priorities identified in crime and disorder audits. More than £10 million is targeted on police areas with the greatest problems of robbery and drug-driven violence. SCI will support a variety of actions in communities including targeted policing, mobile police stations and burglary

projects to tackle repeat victimisation. It will tackle anti-social behaviour through schemes such as pub-watch and approved tenancy schemes and the use of Anti-Social Behaviour Orders (ASBOs), as well as continuing work on youth inclusion and diversion projects.

The Youth Justice Board (YJB) and other criminal justice agencies have worked together to deliver early the Government's pledge to halve the time it takes to get persistent young offenders into court from when they were arrested. The YJB has also funded and advised local Youth Offending Teams and voluntary sector partners in order to provide robust alternatives to custody and to develop programmes that can prevent offending, such as Youth Inclusion Projects. These operate in deprived high-crime neighbourhoods, targeting 40 – 50 young people, in the 13 – 16 year old age range, who are most disaffected and at risk of offending. Intensive Supervision and Surveillance Programmes (ISSP) have been introduced to provide a strict and closely monitored regime for prolific young offenders.

The establishment of the Security Industry Authority and the Criminal Records Bureau are two important steps in reducing crime and making our communities safer. The Security Industry Authority (SIA) is to be a new executive non-departmental public body, established under the Private Security Industry Act 2001. The main aim of the Act is to protect and reassure the public by preventing unsuitable people getting into positions of trust in the private security industry; and to raise standards generally within the industry. The Criminal Records Bureau (CRB) has been established to increase the protection of children and other vulnerable people by making criminal records information more widely available to employers, voluntary organisations and others in order to inform recruitment decisions.

### 1.3.3 Co-operation across Government

Measures to strengthen communities to tackle crime and disorder depend on government departments collaborating more effectively to focus their efforts on the shared goal of community safety and neighbourhood renewal.

The Home Office is working with the Department for Transport Local Government & Regions (DTLR), through the Neighbourhood Renewal programme, to appoint more neighbourhood and street wardens and to promote public consultation on how best to address anti-social behaviour. We are developing with other departments a multi-agency programme to reduce incidents of domestic violence, to help its victims and to reduce repeat victimisation.

Other cross-Departmental programmes include: tackling alcohol abuse through the National Alcohol Strategy (with the Department of Health); diverting young people away from anti-social behaviour and crime, including new ways to address disruptive behaviour in schools (with the Department for Education & Skills and the Department for Culture, Media and Sport); revision of planning guidance to build crime reduction more firmly into planning decisions (with the Department of Transport Local Government & Regions); reform of licensing legislation (with the Department for Culture Media & Sport); reducing work-place violence through partnerships and the encouragement of consistent prosecution and sentencing policies (with the Health and Safety Executive).

A new cross-departmental group, the Anti-Social Behaviour Action Group will drive forward the anti-social behaviour programme.

## 1.4 The year ahead and its challenges

Key challenges include reversing the rise in street crime and tackling anti-social behaviour. In the event that early indications of a rise in volume crime categories are confirmed when the next BCS and Recorded Crime statistics are published this summer, we will ensure that we consult and work with the police and other CJS partners to give renewed impetus to our wide-ranging and innovative, cross-government, programmes to reduce both volume crime and overall levels of crime.

An important plank in our efforts to do so will be getting more police in post and visible on the streets. Police numbers are on target to reach new record levels by March 2003. Police reform will provide more support staff in new roles, freeing up police time to

deal with crime not bureaucracy, and providing additional support to our communities on the streets. Subject to the passage of the Police Reform Bill, a particular innovation will be the introduction of Community Support Officers who will have a vital role to play, in support of the police, in increasing public safety, contributing to community regeneration and reducing the





**CASE STUDY – Anti-social Behaviour**

Experience of anti-social behaviour (ASB), although often sub-criminal, still has a detrimental effect on many people's lives, increases fear of crime and incurs costs to a wide range of people. We are working with our partners at both a local and national level to drive efforts to combat ASB.

Both the Crime and Disorder Act 1998 and the Housing Act 1996 give legal definitions for anti-social behaviour – but in lay terms it means behaviour causing or likely to cause alarm, distress, nuisance or annoyance. The British Crime Survey contains a number of questions on “problems in your area” that have been grouped to measure progress in tackling public perceptions and experience of ASB. The figures shown below from the British Crime Survey between 1992 and 2001 show an upward trend for most types of disorder related to anti-social behaviour.

Issue	Percentages					
	1992	1994	1996	1998	2000	2001
Noisy neighbours & loud parties	8	8	8	8	9	10
Teenagers hanging around the streets	20	26	23	27	32	31
Rubbish or litter lying around	30	26	26	27	31	32
Vandalism graffiti or other damage to property	26	29	24	26	32	34
People being attacked/harassed because of the colour of their skin	3	5	4	5	7	8
People using or dealing drugs	14	22	21	24	33	30
People being drunk or rowdy						22

A new cross-departmental group, the Anti-Social Behaviour Action Group will provide a strategic oversight and drive to the anti-social behaviour agenda. The current Police Reform Bill will make Anti-Social Behaviour Orders (ASBOs) easier to obtain and more effective. ASBOs were introduced by the Crime and Disorder Act 1998 and offer a radical way of using the legal system to address anti-social behaviour. Between April 1999 and December 2001, 518 ASBOs were made. The new measures and guidance will improve their effectiveness and encourage wider use.

We are also building on other approaches, such as acceptable behaviour contracts (ABCs) between police, local authorities, parents and children, which set out what is expected of them and the consequences of continuing unacceptable behaviour. The breach of an ABC can be used as evidence for ASBO proceedings.

Effective action to reduce anti-social behaviour can best be developed by local partnerships working up local solutions to local problems. This is particularly important in Neighbourhood Renewal areas, where the effects of ASB are often most damaging. Engaging young people in other activities can impact in a positive way – breaking a pattern of anti-social behaviour can divert them from becoming involved in more serious crime. Success will mean an improved quality of life, healthier neighbourhoods and reduced fear of crime.

## CASE STUDY – Street Crime

The street crime initiative represents a step-change in cross-Government activity to tackle street crime with a focused programme of action in the ten worst affected police force areas. It demonstrates how the whole of Government can support the frontline criminal justice agencies in the battle to rid our streets of crime.

The chances of being a victim of crime are at their lowest for twenty years. Generally, crime is falling, however street crime – in the main, robberies – is rising. The Government is determined to act to cut street crime and to make the streets safer.

Key elements of the programme are:

- The ten police forces (Avon and Somerset, Greater Manchester, Lancashire, Merseyside, Metropolitan Police, Nottingham, South Yorkshire, Thames Valley, West Midlands and West Yorkshire) have each started six month targeted operations which, together, involve deploying over 2000 police officers specifically to tackle street crime.
- The Lord Chancellor has nominated specialist street crime courts in the ten areas. Magistrates have been encouraged to apply a rigorously probing approach to granting bail and courts have been given new powers to remand persistent young offenders to secure accommodation in cases where it is believed they will continue to commit offences whilst on bail.
- The Crown Prosecution Service have established a premium service which will target likely offenders and crime areas, it will ensure that offenders are investigated and prosecuted with skill and determination. Victims and witnesses will be given extra support. Experienced lawyers and detectives will handle cases and they will work closely together. An extra £6 million is being allocated to the CPS to free up experienced lawyers to concentrate on this work.
- We have also strengthened the powers of the courts to deal with young people on bail in the ten areas by introducing electronic tagging in those areas.
- We are funding the roll-out of video identification equipment to enable video ID parades in the 10 areas – cutting the time taken to organise ID parades from the current average of ten weeks to within a week.
- We know that mobile phone robberies are a key factor in the rise in street crime. We have persuaded the network operators to implement systems to enable stolen phones to be barred across all networks and to share information about stolen phones. Legislation currently before Parliament will make it an imprisonable offence to re-programme a mobile phone without the consent of the manufacturer.
- The Department for Education and Skills are ensuring that police are involved more closely in schools in high crime areas. In addition police and Local Education Authority truancy sweeps in the ten areas are planned. Work is in hand to ensure that schools and education authorities are ready to exchange information with police and social services, for example on children both at risk of offending and of being victimised; and supporting pupils at risk of exclusion through Learning Support Units and Pupil Referral Units.
- The Department of Health will ensure that necessary drug treatment provision is available and make sure that social services are fully engaged in exchanging information about children at risk.
- The Department of Work and Pensions will ensure that appropriate training and employment opportunities are made available to young offenders.
- The Department of Culture, Media and Sport will promote activities, which will help to divert young people at risk from crime.
- The Department of Transport Local Government and the Regions will: secure a commitment from local authorities to work with the police to help tackle street crime; work to improve security on transport systems; and ensure that Neighbourhood Renewal and Local Strategic Partnership strategies take full account of the need to tackle street crime.



fear of crime. The Bill also has provisions to allow chief police officers to harness the commitment and energy of all of those – such as neighbourhood and street wardens and private security patrols who already work to make communities safer by forming Community Safety Accreditation Schemes. Such schemes will ensure that wardens and others are able to work closely and effectively in support of the police.

Achieving an increase in the numbers of police and support staff must go hand in hand with changes to working practices if we are to deliver a more visible, professional and high quality service to the public. We are determined to provide the means to enable police officers and support staff to work more effectively. We have set up a taskforce to identify what action can be taken to free frontline officers from the unnecessary paperwork and inefficient working practices that currently tie them up in the police station or mean they are repeatedly called to attend court unnecessarily. We will work with partners to ensure these changes are made on the ground. Action is already being taken by some forces to address these problems. The Standards Unit and others will disseminate and encourage best practice to ensure that standards in all forces are driven up to the level of the best.

We are also acting on the commitment within the Police Reform White Paper to introduce a dedicated telephone line for non-emergency access to the police. This service would provide easier public access and help to alleviate the pressures on the “999” system, although “999” will continue to be used for emergencies. Work is now complete on a feasibility study and it is planned to have a pilot running by March 2003, aimed at identifying best practice and common standards for high quality call handling.

Crime and Disorder Reduction Partnerships (CDRPs) will continue to be central to how we tackle crime and anti-social behaviour at a local level in partnership with key agencies and stakeholders in communities. The Safer Communities Initiative (SCI) will provide additional funds to help CDRPs support targeted policing, anti-burglary initiatives, youth diversion schemes and action against anti-social behaviour, amongst other interventions. A key challenge ahead is to work with CDRPs to improve co-operation between and involvement of the partners and help them to work effectively and to the same high standards as the best partnerships. CDRPs will have a central role in taking forward the Communities Against Drugs Programme announced in the 2001 budget. This will make £220million available over three years to help disrupt drugs markets, tackle drug related crime and strengthen communities in resisting crime.

We will continue to work, with all of our partners, towards our challenging targets to reduce crime and the fear of crime, to reform the police service and to achieve a safer society.

### **1.5** The following tables set out our progress against Public Service Agreements and other targets and what we will be doing during the coming year to achieve these targets.

# 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.

Targets & Objectives PSA & non-PSA	What Have We Done So Far?	What Progress Have We Made?	What Will We Be Doing in 02/03?
<p><b>Objective</b> To reduce overall crime</p> <p><b>Target</b> Overall crime as reported by BCS 2004 to be lower than that reported by BCS 2001 <b>(PSA)</b></p>	<p>Reduction in overall crime depends not only on the objectives and actions outlined below but also on work undertaken across the criminal justice system and across Government. Key examples include work on tackling drug abuse, persistent offenders and repeat victimisation and the wide-ranging neighbourhood renewal agenda</p>	<p>Baseline is 12,899,000 crimes, as reported in the first results from the BCS 2001, published in October 2001 (based on interviews mainly from the first quarter of 2000)</p> <p>No progress to report since then but BCS 2001 did indicate a 12% fall in BCS crime between 1999 and 2000</p>	<p>Effective programme management will ensure that work under other Aim 1 objectives contribute to overall crime reduction</p>
<p><b>Objective</b> To reduce vehicle crime</p> <p><b>Target</b> 30% reduction in thefts of and from vehicles by March 2004, against a 1998/99 baseline of 1,076,726 <b>(PSA)</b></p>	<p>Vehicles (Crime) Act 2001 to drive criminals out of the motor salvage industry and stop the identity of stolen vehicles being disguised</p> <p>National communications campaign pressing home crime prevention messages to motorists</p>	<p>A reduction of 109,279 vehicle crimes has been achieved as at March 01 against the baseline (ie 10.1%)</p>	<p>Publish RDS research into effectiveness of ACPO Secured Car Parks Scheme (Summer 02)</p> <p>Establish direct link between DVLA and Motor Insurance Anti-Fraud and Theft Register (MIAFTR) to provide information about written-off vehicles (Winter 03); and amend regulations to require vehicles not covered by MIAFTR to notify DVLA direct (Winter 03)</p> <p>Implementation of the Motor Salvage Operators Regulations (Summer 02)</p> <p>Work with DVLA to raise status of Vehicle Registration Document (Autumn 02)</p> <p>Bring into effect regulations and guidance to tighten-up the supply of number plates (Winter 03)</p> <p>Completion of the 3 year publicity campaign raising levels of motorists' security awareness (Winter 03)</p>

Targets & Objectives PSA & non-PSA	What Have We Done So Far?	What Progress Have We Made?	What Will We Be Doing in 02/03?
<p><b>Objective</b> To reduce Domestic Burglary</p> <p><b>Target</b> 25% reduction in domestic burglary by March 2005, with no Local Authority area having a rate more than 3 times the national average <b>(PSA)</b></p>	<p>Majority of 250 reducing burglary projects completed</p> <p>11 Distraction burglary seminars held and good practice guide produced and distributed</p> <p>“Locks for Pensioners” scheme continued</p> <p>Other Crime Reduction projects on-going or completed including drug market reduction, CCTV and drug-related projects</p> <p>Burglary Reduction Toolkit published</p> <p>Stretched targets on burglary being negotiated on Local PSAs</p> <p>Minimum sentences for 3rd time burglars</p> <p>Progress reviewed on police authority burglary reduction targets</p> <p>Inter-agency burglary reduction steering group</p>	<p>Baseline was set from recorded crime figures for year ending March 1999 - 473,349</p> <p>15% reduction achieved by March 2001, with no LA area having a rate more than 3 times the current national average</p>	<p>Safer Communities Initiative (SCI) launched (April 02)</p> <p>Development of inter-agency burglary reduction steering group to drive programme of work with key partners (started Spring 02)</p> <p>Completion of surveys for the scheme to provide home security upgrades for low income pensioners (Summer 02)</p> <p>Burglary toolkit revised to provide up-to-date information on proven approaches to tackling burglary (Summer 02)</p> <p>Intervention to tackle student victimisation (Autumn 02)</p> <p>Results of study on regulating 2nd hand goods markets will inform next steps in reducing the stolen goods market (Spring 03)</p> <p>Continuing focus on police reform, tackling repeat victimisation, youth crime &amp; improving the delivery of justice, will contribute to meeting the burglary target</p>
<p><b>Objective</b> To reduce violent crime</p> <p><b>Target</b> Level reported in BCS 2004 to be lower than that reported in BCS 2000</p>	<p>Ministerial group on domestic violence has been established and identified 5 headline areas for progress</p> <p>We have developed links with the Health and Safety Executive (HSE) to ensure the Home Office is effectively leading an inter-departmental strategy to target relevant areas of work-related violence</p>	<p>The baseline was set by BCS 2000, which showed violent crime at 3,246,000 in 1999</p> <p>BCS 2001 shows that violent crime fell by 19% between 1999 and 2000</p>	<p>Taking forward strategy for inter-departmental activity on tackling work-related violence in partnership with Health &amp; Safety Executive (DTLR) and others this will include promoting efforts in this area by CDRPs and encouraging consistent prosecution and sentencing policies (Summer 02 onwards)</p> <p>Domestic violence: Implementation of preventative strategy to focus on key areas such as provision for victims, measures to reduce incidents and repeat victimisation (Summer 02 onwards)</p>

Targets & Objectives PSA & non-PSA	What Have We Done So Far?	What Progress Have We Made?	What Will We Be Doing in 02/03?
			<p>Provisions of Criminal Justice and Police Act 2001 enabling police and local authorities to take positive action against licensed premises and public drinking (Autumn 02)</p> <p>Criminal Records Bureau to achieve agreed service standards for the supply of disclosures and in particular 95% of enhanced disclosures within 3 weeks, to deliver its aim of increasing the protection of children and other vulnerable people (Autumn 02)</p> <p>Development of good practice guidance from Action Research Projects which focus on: hate crime, alcohol-related violence, racially motivated crime, robbery, firearms, public place violence, vulnerable victims and witnesses and the safety of hospital staff (Spring 03)</p>
<p><b>Objective</b> To reduce robbery</p> <p><b>Target</b> Reduction in the level of recorded robbery in our principal cities by 14% against a baseline of 1999/2000 <b>(PSA)</b></p>	<p>The Street Crime Action Team (SCAT) has been established to reduce street crime in the ten force areas with the highest levels of street crime through cross-government action: the police and criminal justice agencies, and departments of government are working together to target and fast-track all street crime offenders. The work of SCAT is driven by the Street Crime Action Group, convened by the Prime Minister and including Ministers from across Government, the police and local government. Its main aims are to:</p> <ul style="list-style-type: none"> <li>• Increase the detection rate for street crime cases</li> <li>• Increase the number of offenders charged and brought to justice</li> <li>• Speed up the process between arrest and sentence</li> <li>• Deal with the offender effectively at every stage of the criminal justice process and ultimately reduce the number of street crimes in the ten force areas. Funds of £67 million have been provided to support this activity</li> </ul>	<p>The latest published recorded crime figures for year ending March 2001 indicated that there had been an increase of 13% against the baseline figure</p> <p>In 2000/2001 there were 78,068 robberies in the ten force areas that account for 82% of street crime.</p> <p>67 specialist courts have been established to deal with street crime</p>	<p>The work of the Street Crime Action Group to be consolidated over the year to ensure sustainability of approach and continuing impact on street crime</p> <p>67 specialist courts have been established to deal with street crime</p> <p>New court powers to remand into secure accommodation persistent young offenders (started Spring 2002)</p> <p>Juvenile tagging extended to the ten force areas (started Spring 2002)</p> <p>Technology in place to enable all mobile phone operators to bar stolen handsets from Summer 02</p> <p>Video Identification has been adopted by all ten forces. Reducing the time for ID parades from 10 weeks to 1 week. Will be available to all forces from Summer 02</p>

Targets & Objectives PSA & non-PSA	What Have We Done So Far?	What Progress Have We Made?	What Will We Be Doing in 02/03?
<p><b>Objective</b> To reduce anti-social behaviour (ASB)</p> <p><b>Target</b> Level reported in BCS 2004 to be lower than that reported in BCS 2001</p> <p>Baseline set from BCS 2001</p>	<p>A number of milestones set in the Social Exclusion Unit's report (PAT 8) have already been met, including:</p> <ul style="list-style-type: none"> <li>- The establishment of an ASB toolkit on the crime reduction website</li> <li>- Introduction of neighbourhood wardens</li> <li>- DTLR have taken forward consultation on "licensing private landlords in areas of low demand" and will be issuing a consultation paper on "Tackling Anti-Social Tenants"</li> </ul> <p>A review of ASBOs has been completed and ways of promoting increased use identified</p> <p>Measures to improve the effectiveness of ASBOs have been included in the Police Reform Bill</p>	<p>No comparative data yet available to monitor progress as baseline being set from full year figures from BCS 2001 (due to be published Summer 2002)</p>	<p>Implement new strategy for tackling ASB, making links with police reform and other crime reduction programmes (Spring 02 onwards). To include new ASBO guidance following legislative changes included in Police Reform Bill (Autumn 2002)</p> <p>CRDs to work with CDRPs to provide guidance on role of ASB coordinators and to ensure that each partnership has a coordinator, to drive local efforts to tackle ASB (started Spring 02)</p> <p>Review of audits prepared by ASB coordinators by July 2002, to identify hot spots and target efforts most effectively</p> <p>From Summer 2002 CDRPs annual reports will emphasise priority given to reducing ASB</p>
<p><b>Objective</b> To reduce fear of crime</p> <p><b>Target</b> Ensure that the levels of the fear of crime in the key categories of violent crime, burglary and car crime reported in BCS 2004 are lower than the levels reported in BCS 2001</p> <p><b>PSA</b></p>	<p>Established work stream links with crime reduction, ASB and ACU programmes</p> <p>Established links with DTLR programmes on Open Spaces and Transport and Cabinet Office (Social Exclusion)</p> <p>Contacts made with key charities: crime concern, victim support and age concern and enterprise associations: ATOC, CPT</p> <p>Revised delivery plans, setting year on year targets to review progress of implementation and results</p> <p>GORs contacted and initial meetings held with 26 CDRP's</p> <p>Fear of crime model out for consultation</p>	<p>Baseline established from BCS 2001; proportion of those surveyed very worried about crime in key categories is 22.3% (violent crime), 16.5% (burglary) and 18.5% (vehicle crime) respectively</p>	<p>Delivering strategy to reduce fear of crime, incorporating the relevant key elements of the police reform programme and crime and disorder reduction objectives. (Spring 02 onwards)</p> <p>Establishing work streams with DfES, DWP, and DHSS, who have programmes which are connected to reducing crime and fear e.g DWP monitor the impact of fear and crime on the quality of life of older people as part of their programme tackling poverty and social exclusion (Spring 02 onwards)</p> <p>Develop Fear of Crime Toolkit (Summer 02) to support Partners with up-to-date advice and examples of best practice</p> <p>On going contacts with GORs, government news network, CDRP's and LSP's to acquire data on best practice for dissemination</p>

Targets & Objectives PSA & non-PSA	What Have We Done So Far?	What Progress Have We Made?	What Will We Be Doing in 02/03?
	<p>Draft communications strategy out for consultation with partners and practitioners</p> <p>Developed data gathering structures, established management requirements</p> <p>Specification developed for identification of discrete areas for targeted fear of crime</p>	<p>No comparative data yet available to monitor progress as baseline being set from full year figures from BCS 2001</p>	<p>Determine specific areas for focussed approach with CDRP's (areas identified by Sept), so that efforts are targeted on areas that need it most</p> <p>Implement Communications Strategy undertaking trials to test effectiveness of messages and media mix (Spring – Autumn 02)</p> <p>Investigate potential for creation of a user forum to engage crime prevention service deliverers (Autumn 02)</p> <p>Research potential and development of a "safety code" for the public incorporating crime prevention advice (commences Autumn 02)</p>
<p><b>Objective</b> To reduce youth crime</p> <p><b>Target</b> Ensure that levels of youth offending are lower by 2004 compared to 2002</p>	<p>Established Youth and Crime Unit in Government Office London (GO-L), to work with 11 London boroughs with most acute youth crime problems. All 11 boroughs to have new youth crime strategies in place by Spring 02</p> <p>Wide programme across Government to tackle factors which make juveniles vulnerable to criminality (e.g. Sure Start, On Track, school attendance and attainment targets)</p>	<p>We are taking forward work to provide a meaningful measure of the scale and nature of youth offending to provide a baseline against which to measure future trends</p>	<p>New Youth Crime Taskforce to develop programme to ensure effective CJS response to young offenders, particularly prolific offenders</p> <p>Work with OGDs to establish joint targets to tackle factors associated with youth offending</p> <p>Prepare youth crime strategy to include: targets and measurements; likely impact of existing programmes on reducing youth crime; assessment of need for additional focus on youth within existing or new programmes, including focus of Street Crime Action Group and Team (Summer 02)</p>



Targets & Objectives PSA & non-PSA	What Have We Done So Far?	What Progress Have We Made?	What Will We Be Doing in 02/03?
<p><b>Objective</b> To reduce the number of racist incidents</p> <p><b>Target</b> A reduction in the number of racist incidents reported to BCS 2003 compared with BCS 2000</p>	<p>Implementation of approximately 80% of the Stephen Lawrence Inquiry Report recommendations, including new arrangements for handling and investigation of racist incidents, a programme of Community and Race Relations training across the police force, and the coming into force of the Race Relations (Amendment) Act 2000. Other recommendations being taken forward</p>	<p>Baseline set from BCS 2000: 280,000 incidents</p> <p>There is no comparative data as yet from the BCS 2001 on this. Work to derive data is complicated by the change in ethnic categories introduced in the 2001 census</p>	<p>Holly Royde seminar on implications of the Race Relations (Amendment) Act for police forces and authorities (Spring 02)</p> <p>Final version of new PACE Code A governing the use by police officers of stop and search powers (Autumn 02)</p> <p>Completion of programme of Community and Race Relations training to all front line police officers and civilian staff (Autumn 02)</p> <p>Completion of review of impact of Stephen Lawrence Inquiry Report recommendations on policing of racist incidents (Spring 03)</p>
<p><b>Objective</b> To improve delivery of CDRP crime reduction and anti-drugs policies</p> <p><b>Target</b> Overall crime rate as reported by BCS to be lower in BCS 2004 than in BCS 2001</p>	<p>Provisions in Police Bill for improving performance through extended responsible authorities, including health and police authorities</p> <p>Development underway of CDRP performance template</p> <p>Consultation exercise underway on closer working with DATs</p> <p>Development of National IT Framework</p> <p>Communities Against Drugs (CAD) programme underway</p>	<p>Baseline is 12,899,000 crimes, as reported in the first sweep of BCS 2001, published in October 2001</p> <p>No comparative data available as baseline set from most recent data</p>	<p>CDRP self-assessment template issued to partnerships to allow measurement and comparison of performance and provision of support where needed (Summer 02)</p> <p>Announcement of SCI (Safer Communities Initiative) funding for 2002 – 2003 April 02 and CAD (Communities Against Drugs) allocations (Summer 02)</p> <p>CDRP self-assessment templates returned and qualitative assessment undertaken by crime reduction teams (Summer 02)</p> <p>Outcome reported of consultation on closer working between Drug Action Teams and CDRPs to promote more effective working arrangements (Summer 02)</p> <p>CAD half year programme review produced (Autumn 02)</p> <p>Provision of guidance to the new responsible authorities named in the Police Reform White Paper – Police Authorities, Fire Authorities and Health (PCTs) to ensure role understood and undertaken effectively (Winter 03)</p>

Targets & Objectives PSA & non-PSA	What Have We Done So Far?	What Progress Have We Made?	What Will We Be Doing in 02/03?
<p><b>Objective</b> To introduce and implement the Police Reform Programme</p> <p><b>Target</b> Timely implementation as per planned milestones. (Detailed implementation plan developed and in use – key examples aside)</p>	<p>Central Police Training and Development Authority established</p> <p>Plans to establish National Centre for Policing Excellence being discussed with ACPO and other stakeholders</p> <p>BCU training: review of senior officer training and development needs completed in February 2002 and revisions to BCU training based on National Competency Framework begun in March 2002</p> <p>Police Reform Bill introduced into the House of Lords</p> <p>Pursued a major reform of police pay and conditions of service, giving greater flexibility in management and deployment and extra rewards for most experienced officers and those at the sharp end of public service</p> <p>Commenced development of the Tri-partite Science and Technology Strategy in order to ensure that the operational requirements of the end-user are clearly identified, agreed and acted upon, so that the technology needed to deliver agreed aims and objectives is available on time, within budget and working to specification</p> <p>National Policing Forum established Spring 2002 to develop National Policing Plan – a single co-ordinated set of ministerial priorities and performance indicators, including a commitment to provide guidance, codes of practice and regulations, in order to deliver greater consistency and quality of performance</p>	<p>Implementation is currently proceeding according to planned timetable</p> <p>Negotiated agreement reached with all main police organisations, including the Police Federation, on the package of reforms</p>	<p>BCU Commander Training: Coherent, modular approach to be developed (Summer 02)</p> <p>Strategy to be agreed to reduce sickness absence and ill-health retirement in the police through improved attendance management and occupational health resources. £4m made available for 2002/03. Targets for reduction to be published before end 2002</p> <p>Tripartite S&amp;T Strategy Group to be in place and draft strategy ready for wider consultation by Autumn 02</p> <p>Royal Assent for Police Reform Bill (Nov 02)</p> <p>Subject to the passage of the Bill, Community Support Officers will be introduced in support of the police and increase public safety and reassurance</p> <p>Community Safety Accreditation Schemes will be introduced to ensure that neighbourhood and street wardens and others are able to work closely and effectively in support of the police</p> <p>National Policing Plan to be laid before Parliament in November 2002</p> <p>All necessary preparatory work will be done ready for implementation of the new pay and conditions framework from 1 April 2003. Reforms will give managers greater flexibility and will drive up police performance through increased targeted rewards</p>

Targets & Objectives PSA & non-PSA	What Have We Done So Far?	What Progress Have We Made?	What Will We Be Doing in 02/03?
<p><b>Objective</b> To improve police performance</p> <p>This is a new objective. Police Performance is a high priority for delivery and provides an overarching set of individual outcome measures driven by the Police Reform Programme</p> <p><b>Target</b> Drive up the performance of the poorest performing forces</p>	<p>Police Standards Unit (PSU) established to drive up police performance with particular focus at BCU-level</p> <p>A basket of ten interim measures has been agreed. The indicators cover Crime, Attrition, Reassurance, Police Utilisation and Public Satisfaction. Police bodies including Association of Police Authorities (APA) and Association of Chief Police Officers (ACPO) have been consulted</p> <p>Contract let to establish the domains to be used for a more robust measurement of police performance, linked where possible to resource availability</p> <p>Contract let to establish performance data quality assurance</p> <p>Police Priority Areas (PPA) – 5 pilot sites established and announced – local assessments complete</p> <p>Other early PSU work on improving police performance in robbery reduction, sickness absence and ill-health retirements, repeat victimisation and BCU delegation</p>	<p>Performance baseline and targets for improvement interventions being established from early HMIC BCU inspections (75 already complete) and monthly data returns on crime and detection</p>	<p>Policing Bureaucracy Task Force reports, identifying priorities for actions to free up police time (Summer 02)</p> <p>Identify and agree policing 'domains' to act as a framework for police performance comparison and review existing PT's within this framework (Summer 02)</p> <p>Recommendations from five pilot policing priority areas to be implemented – subject to local management – improving partnership working and/or community engagement in those areas identified as having particular problems. Next batch of priority areas to be identified (Autumn 02)</p> <p>Continuation of PSU work programme including new operational policing initiatives, good practice dissemination and general BCU support and training development (on-going)</p> <p>PSU to have conducted audit of crime data to assess quality and consistency (Spring 03)</p> <p>HMIC to have conducted around 60 BCU inspections (Spring 03)</p> <p>IT/ scientific support: to increase the size of the DNA Database to 2.1 million offender (CJ) profiles; extensive review to be conducted by PSDB of the Less Lethal Weaponry options; 10 forces to have Airwave (Spring 03)</p>

Targets & Objectives PSA & non-PSA	What Have We Done So Far?	What Progress Have We Made?	What Will We Be Doing in 02/03?
<p><b>Objective</b> To increase police numbers</p> <p><b>Target</b> 1. Police Strength to reach 130,000 officers by March 2003</p> <p>2. Chief Officers to use resources from the Crime Fighting Fund (CFF) to recruit 3,000 officers over and above previous plans, in the year 2002/03</p>	<p>Operated CFF for two years.</p> <p>Run National Recruitment Advertising Campaign for the Police Service since August 2000</p> <p>With DTLR allocated a share of the Starter Home Initiative to forces in and around London</p> <p>Started research to help target measures to reduce resignations from the police service</p>	<p>Police strength at record numbers January 02 (128,748)</p> <p>On track for 130,000 by Spring 03</p> <p>On track for 3,200 CFF recruits in 2001/02</p> <p>On track for 3,000 CFF recruits in 2002/03</p>	<p>Calculate, check and pay some £221m of CFF grant in quarterly instalments</p> <p>Review profiled recruitment for 02/03, assess progress toward 130,000 and likelihood of achieving 3,000 CFF recruits. Consider re-allocations of CFF from under-performing forces (quarterly)</p> <p>Top line findings from research on police resignations, disseminate full findings and promote action to reduce resignations (Spring 02 onwards)</p> <p>Publication of Mar 02/Sept 02 police strength figures (June 02/Dec 02)</p>

1 The last published recorded crime figures, relating to year ending March 2001, issued in July 2001. The next published figures will cover year ending March 2002. Results from the new annual British Crime Survey are to be published alongside the recorded crime figures in Summer 2002 to provide a comprehensive picture of crime in a single volume.

# 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.



## 2.1 Introduction and Overview

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The globalisation of the economy and the transformation of communications brings great benefits but, by facilitating the transport across borders of goods, money and people, it has also increased the risks from international crime and terrorism.

The Home Office is responsible for the framework of law and policy for combating terrorism within Great Britain (the Northern Ireland Office has the lead within Northern Ireland). Within that framework, it works closely with the Security Service and the police, who are responsible for counter terrorist operations, and with the Civil Contingencies Unit and the Joint Intelligence Organisation in the Cabinet Office.

The threat from terrorism continued in 2001, in all too familiar form with a bombing campaign from Irish Republican dissidents. In the midst of this came a new phenomenon, the horrific attacks on September 11 in the US from Al Qaida. This was soon followed by the deliberate spread of Anthrax virus in the US. We had quickly to re-examine our previous planning assumptions and gear up our counter terrorism capabilities.

Alongside measures to strengthen the operational response both in policing and in intelligence gathering and assessment, we introduced major new legislation, the Anti Terrorism, Crime and Security Act 2001, to make our defences against terrorism more effective. We had already implemented the provisions of earlier legislation, notably by making illegal membership of 21 named terrorist groups. We have also worked within the EU, the US and other countries to achieve a better international response.

The same improvements in international communications have also increased the threat from organised crime – particularly from international groups trafficking drugs, laundering money and smuggling people. This is big business with huge proceeds.

Again the Home Office is responsible for setting the legal and policy framework within which the police, the National Criminal Intelligence Service, the National Crime Squad, Customs and Excise and the security and intelligence agencies work to combat this threat. The Government has made tackling Class A drugs supply and people trafficking key objectives of NCIS and NCS this year.

We are on course to meet our target of disrupting 10% more organised criminal groups by 2004. The Government set a new target to double the amount of criminal assets recovered from drug traffickers and others to £60 million by 2004. We have drawn up and put in place a cross cutting Asset Recovery Strategy for achieving this.

### Aim 2 Headline Figures

- **Around £240million available in 2002-03 to reduce organised and international crime.**
- **An additional £90million over 2001-02 to 2003-04 for tackling drug trafficking and people smuggling.**
- **Over £50million provided over 2001-2 to 2003-04 for the confiscation of criminal assets, including the setting up of an Assets Recovery Agency.**
- **An additional £87 million to be made available for counter-terrorism measures in 2002-03.**

We have played a leading role in European Union and other international business to provide more effective international law enforcement and judicial co-operation to tackle cross-border crime and ensure that offenders do not escape justice.

## 2.2 Strategy

Guarding against and responding to terrorism is the responsibility of many organisations but the Home Office has a central role to play. Working with national and international partners, the Government is determined to take every step to ensure the protection and security of the public by ensuring that a robust legislative and policy framework is supported by well-prepared and co-ordinated operational plans. The Ministerial Committee on Terrorism and the Civil Contingencies Committee, both of which are chaired by the Home Secretary, ensure that there are strategies and plans in place to protect key facilities and utilities, and to respond to events. These plans are continually reviewed and tested.

The Government's strategy is to ensure a fully concerted response at national and international level to the threat of organised crime. It comprises:

- inter-agency co-ordination;
- improved intelligence;

- reducing opportunities for criminals;
- developing technology, including an interception capability;
- increased co-operation with international partners; and
- recovering the proceeds of crime.

The strategy is developed and implemented by the Organised Crime Strategy Group, chaired by the Home Office, with membership from other government departments and law enforcement and intelligence agencies. In addition a unit within the Joint Intelligence Organisation in the Cabinet Office provides high level strategic assessment of threats from organised crime.

At an international level, the Government's overarching aim is to secure a modern role for Britain through co-operation with European and international partners. We aim to give strategic direction to the Home Office's European Union and other international business, and ensure effective co-ordination and representation of Home Office and wider Government interests. Key strategic areas include terrorism, migration, asylum, mutual recognition of judicial decisions, drugs and police co-operation.

## 2.3 Key Achievements and Targets

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### 2.3.1 Counter Terrorism

The Anti-Terrorism Crime and Security Act 2001 is a comprehensive package of measures to enhance security in the UK. These include measures to: cut off terrorists access to funds; ensure better information sharing between agencies; prevent terrorists abusing immigration and asylum laws; tighten up security in relation to aviation, civil nuclear sites and at laboratories holding stocks of potentially dangerous substances; and enable swift action to implement European Union-agreed measures to tackle terrorism and other crimes.

The enhanced legislative framework will strengthen our capacity to act against international terror and improve our operational capabilities, including a revised and comprehensive range of contingency plans covering possible terrorist targets. Operational improvements will involve better intelligence, enhanced powers of interception and, crucially, a much higher degree of collaboration with our international partners and between police and other agencies in the UK.

Twenty-one international terrorist groups have been proscribed. Eleven people have been detained as suspected international terrorists of whom two have left the country as they are entitled to do under the legislation.

### 2.3.2 Organised Crime

Key achievements include:

- **649 organised criminal groups disrupted**
- **3.4 metric tonnes of heroin seized**
- **10.9 metric tonnes of cocaine seized**

Organised crime groups are involved in diverse activities, including drugs trafficking, people smuggling, use of firearms, fraud and hi-tech crime. 75% of detected illegal entrants are estimated to have had their entry facilitated by organised criminal groups. The Government is investing an additional £90 million over the next three years to tackle drug trafficking and people smuggling. Our target to increase by 3% in 2001 the number of all organised criminal groups disrupted has been exceeded. A related target is to double the number of criminal groups involved in people smuggling which are disrupted.

New research commissioned by the Home Office confirmed the importance of targeting “middle market” drug dealers who act as drug brokers. The Government provided funding for a Midlands Task Force – a dedicated team of police officers from 4 forces to target middle market dealers and look to seize their assets. The pilot scheme is funded by £900,000 from the Recovered Assets Fund.

The amount of criminal assets recovered from drug-traffickers and other serious criminals will be another measure of success. The Government's aim is to increase this from just under £30m in 1999-2000 to £60m by 2004/05.

A major piece of legislation – the Proceeds of Crime Bill – was introduced into Parliament in October 2001. The Bill will help financial investigators trace and recover the proceeds of crime and investigate money laundering. It also sets up an Assets Recovery Agency that will recover proceeds of crime, a proportion of which will be reinvested in community projects designed to redress some of the damage done to local communities by criminals.

Operational measures include:

- Project Reflex, a multi-agency programme established in 2000 to tackle organised immigration crime, led by the National Crime Squad, received additional funding last year.
- The National Technical Assistance Centre was set up to give law enforcement agencies specialist support through the processing of encrypted material derived from lawfully intercepted computer communications.





- The National Hi-Tech Crime Unit was established in April 2001 as a centre of excellence for the investigation of serious crime using computers and as a source of help and advice to local forces. The Centre will work with 60 new staff, dedicated to investigating hi-tech crime, working in local forces.

Hi-Tech Crime includes crime on the Internet. The Internet offers huge legitimate benefits, but alongside come powerful opportunities for criminals to abuse modern technologies. In partnership with industry, the police and children's charities, the Home Office set up a Task Force on Child Protection on the Internet. Results include:

- **A government funded £1.5m public awareness campaign** delivering clear and consistent safety messages so that Internet users can enjoy the benefits of the Internet in safety.
- **Legislation to tackle paedophile “grooming” activity on- and off-line** – with a new criminal offence relating to a meeting with a child with intent to commit a sex offence; and a new civil order to protect children from an adult making contact with them for a harmful or unlawful sexual purpose whether by email, in Internet chat rooms, or by the school gates.
- **A best practice model of Internet chat safety measures for providers** – drawing on current best practice from across the industry involved in providing Internet services in the UK.
- **Computer awareness training for the police and child protection practitioners** – to ensure that all officers know how computers can assist in the detection and investigation of crime and how to collect and preserve the integrity of digital evidence.
- **A central “clearing house”** – of police, child protection and Internet experts that would provide co-ordinated and effective responses to concerns from the public and industry.



## CASE STUDY – The Recovered Assets Fund



The Confiscated Assets Fund has now been replaced by the Recovered Assets Fund (RAF), which will recycle more criminal assets back into the community. The new Fund

- will be larger, because its funding base will include all confiscation and forfeiture receipts, not just recovered drug proceeds
- will have a wider remit. RAF funding will be available not just for anti-drug measures but also to support local crime reduction partnerships, community regeneration projects and innovative law-enforcement and asset recovery activities.

### 2.3.3 International Cooperation

Key achievements include:

- **58 completed extraditions from the UK in 2001-02 – highest ever total.**
- **53 completed extraditions into the UK in 2001-02 – highest ever total.**
- **Almost 3,000 incoming requests for Mutual Legal Assistance dealt with.**
- **Fast Track Extradition Treaty between UK and Spain signed.**

European Union justice and interior ministers agreed measures to make cross border, EU action against terrorism more effective, including the European Arrest Warrant. In addition a general approach was approved to the draft Framework Decision on the execution in the EU of orders covering the freezing of assets and evidence.

A special team -The Europol Counter-Terrorism Task Force – was set up to promote cross-border investigations in response to the events of 11 September.

The UK also signed the Council of Europe Convention on Cybercrime that aims to improve international co-operation in the fight against criminal use of technology.

## 2.4 The year ahead and its challenges

We will continue to strengthen our defensive capabilities and we will work together with law enforcement agencies, the security and intelligence services and our international partners to take concerted action against terrorism, and to enhance security in the UK.

The Government has made available an additional £87 million this year for counter-terrorism. The extra funding, as well as providing additional resources for the Metropolitan Police and

**CASE STUDY – Recycling Confiscated Criminal Assets for the Benefit of the Community****Positive Futures**

“Positive Futures” is an exciting project aiming to divert vulnerable young people away from drugs and crime into sports programmes and activities. It is a powerful example of success in the Home Office area (Aim2) supporting the objectives of another (Aim 5). Funded by the Home Office Confiscated Assets Fund and Sport England it was launched in March 2000 as a partnership between the then UK Anti-Drugs Co-ordination Unit (now subsumed into the Home Office’s Drug Strategy Directorate), the Youth Justice Board and Sport England.

- 24 projects were set up around the country providing sporting programmes for youngsters. Projects also provide training and mentoring schemes and educational programmes around positive attitudes, healthy lifestyles and leadership skills. The feedback from the first year of the project was extremely good with indications of reductions in criminal activity, better attendance at school, healthier lifestyles and increased involvement with sports. Every project has developed a link with at least one local sports club.
- As part of last year’s budget package, Communities Against Drugs, the Chancellor of the Exchequer announced £5m over two years for the expansion of Positive Futures and, in November, ‘Positive Futures’ announced that they would be setting up an extra 31 projects around the country. The Football Foundation has also joined the scheme recently as a main partner, recently and has earmarked £2 million over 5 years to support football based Positive Futures projects.

other forces, will enable a range of counter terrorism activity and projects to be carried out. Measures include enhancing the UK's ability to respond to a chemical, biological, nuclear or radiological threat. This new funding follows the additional £30 million which was made available at the end of last year in the wake of the September 11 attacks, £22 million of which was for the Metropolitan Police.

We will aim to take the profit out of crime through a package of measures including:

- Implementation of the Proceeds of Crime Bill
- Establishing the Assets Recovery Agency
- Creating a centre of excellence for training financial investigators
- Funding for additional financial investigators in police forces

We will develop and publish a national strategy on hi-tech crime.

A draft Extradition Bill will be published, to implement the European Arrest Warrant with EU partners and a modern extradition system with non-EU countries. We will also take action to implement our international obligations in relation to:

- UK implementation of the Schengen Information System
- Joint Investigation Teams
- Mutual Legal Assistance

This major programme of work will be delivered by working together with others in the Home Office, other Government Departments, our key stakeholders in the law enforcement agencies and our European and international partners.

**2.5** The following tables set out our progress against Public Service Agreements, and other targets, and what we will be doing during the coming year to achieve these targets.

## Objectives and Targets

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.		
Targets & Objectives PSA & non-PSA	What Have We Done So Far?	What Progress Have We Made?	What Will We Be Doing in 02/03?	
<p><b>1. To reduce organised and international crime, including trafficking in drugs, people and weapons</b> Disruption of 10% more organised criminal enterprises by 2004 in co-operation with other law enforcement agencies <b>PSA. Contributes to Drugs PSA</b> Targeting the organised criminality behind people smuggling and human trafficking. <b>Contributes to PSA on disruption</b></p>	<p>An additional £90 million over 2001-02 to 2003-04 to go towards tackling drug trafficking and people smuggling</p> <p>Project Reflex established as a multi agency response to organised immigration crime</p>	<p>Target to increase by 3% in 2001 the number of organised criminal groups disrupted exceeded</p> <p>Seizure of 3.4 metric tonnes of heroin and 10.9 metric tonnes of cocaine in 2001-02</p> <p>Dedicated NCS/Immigration Service unit created enhancing the operational response</p>	<ol style="list-style-type: none"> <li>1. 3% increase in the number of groups disrupted, by March 2003, against 2001-02 baseline</li> <li>2. Disrupt or dismantle 15% more class A drug trafficking groups, by March 2003, against 2001-02 baseline</li> <li>3. Inter-agency expected seizure levels of Class A drugs targeted on the UK to be: Heroin: 7.0 metric tonnes Cocaine: 11.5 metric tonnes</li> <li>4. Double the number of organised criminal groups involved in people smuggling which are dismantled or disrupted both overseas and in the UK. <b>Contributes to target at 1. above</b></li> <li>5. Performance review of NCS, NCIS to ensure rigorous performance management</li> <li>6. Designing and starting to implement UK link to Schengen Information System</li> <li>7. Preparation of new offences of people trafficking</li> </ol>	
<p>Enhanced provision of strategic assessments on serious and organised crime affecting the United Kingdom</p>	<p>NCIS are now regularly producing assessments by subject, which will help inform the strategic assessment</p>	<p>The strategic assessment for 2001 was an improved and more forward looking assessment than the previous year's</p>	<p>Implementing changes in data collection which will take into account a review of the quality of past data</p>	
<p>Delivery of the targets in the national strategy on Hi-Tech Crime</p>	<p>National High Tech Crime Unit established for investigation of serious crime using computers or computer networks</p>	<p>60 new posts created in police forces in 2001-02 dedicated to investigating hi-tech crime</p>	<ol style="list-style-type: none"> <li>1. Agreement to and publication of national strategy by Autumn 2002</li> <li>2. By Winter 2002, complete project plan for implementation of the strategy</li> <li>3. Identify legislative requirements of ratifying Council of Europe Convention on Cybercrime (Additional targets and milestones in light of strategy, when agreed)</li> </ol>	
<p>Increase in disruption of serious crime through development of scientific and technological aids</p>	<p>10 new systems delivered for the detection and investigation of serious and organised crime by Dec 01</p>	<p>3 additional new systems to be delivered by end 2001-02</p>	<p>Deliver 12 new systems for the detection and investigation of serious and organised crime by Spring 2003</p>	

Targets & Objectives PSA & non-PSA	What Have We Done So Far?	What Progress Have We Made?	What Will We Be Doing in 02/03?
<p><b>1.1 To recover the proceeds of crime</b></p> <p>Delivery of the targets in the National Assets Recovery Strategy <b>Contributes to PSA on disruption and Drugs</b></p>	<p>New target set to double the amount of criminal assets recovered from drug traffickers and other serious criminals to £60m by 2004-05</p>	<ol style="list-style-type: none"> <li>1. New grant set up to help police forces recruit additional financial investigators</li> <li>2. Proceeds of Crime Bill, setting out a number of measures to help trace and recover proceeds of crime, and investigate money laundering, going through Parliament</li> <li>3. Asset Recovery Strategy put in place</li> <li>4. Recovered Assets Fund established to set up projects for the benefit of the community</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase no. of police financial investigators dedicated to investigating criminal proceeds by 86 by Spring 2003</li> <li>2. Proceeds of Crime Bill to receive Royal Assent by July 2002</li> <li>3. Proceeds of Crime Bill to be implemented by Spring 2003</li> <li>4. Assets Recovery Agency to start operating; targets for first year set by Spring 2003</li> <li>5. Annual report on Asset Recovery Strategy to show progress on all targets. Strategy to be reviewed and targets revised. Report due Spring 2003</li> </ol>
<p><b>2. To combat terrorism</b></p> <p>Effective, well co-ordinated and proportionate Counter Terrorism policies Fair and careful use of powers and provisions of counter terrorism legislation</p>	<p>Terrorism Act 2000 brought into force</p>	<p>Anti-Terrorism, Crime and Security Act 2001 passed Dec 01</p> <p>Reviewer of legislation appointed</p>	<ol style="list-style-type: none"> <li>1. First Review and Report to Parliament on the Terrorism Act 2000. Summer 02</li> <li>2. Review and Report to Parliament on the Criminal Justice, Terrorism and Conspiracy Act 1998. Autumn 02</li> <li>3. Second Review and Report to Parliament on the Terrorism Act 2000. To include 2nd Review and Report on the renewable Northern Ireland Provisions. Spring 03</li> <li>4. Review of Part 4 (Detention Provisions) of the Anti-Terrorism, Crime and Security Act 2001</li> </ol>
<p>Effective international co-operation</p>	<p>European Union justice and interior ministers, including the Home Secretary, agreed a range of new measures to re-inforce EU's ability to take cross-border action</p>	<p>By end of 2001 the EU successfully concluded negotiations on virtually all measures</p> <p>Europol Counter-Terrorism Task force set up to boost cross-border investigations</p>	<p>Ensure UK interests on counter terrorist issues are protected and advanced in the EU and G8 in relation to Presidency and other initiatives</p> <p>Milestone: implement as necessary by Summer 2002 EU Framework Decision on Terrorism (concluded December 2001)</p>
<p>Counter-terrorist services to public figures at risk (measured by customer satisfaction with quality) and to the police and other agencies</p>	<p>Ongoing reviews of security arrangements in partnership with law enforcement agencies</p>	<p>Services maintained at required level in 2001-02</p>	<p>Customer satisfaction with quality to be no less than in previous years</p>

Targets & Objectives PSA & non-PSA	What Have We Done So Far?	What Progress Have We Made?	What Will We Be Doing in 02/03?
Effective contingency plans to deal with major terrorist incidents	Following the terrorist attacks in the USA on 11 September a number of tested contingency measures put in place to protect key facilities etc	Agreed number of contingency exercises successfully completed in 2001-02	Develop, test, review and, if necessary, implement plans, including successful completion of 15 exercises by Spring 2003
Effective measures to counter threats to the UK's critical information assets and infrastructure	The first National Infrastructure Security Co-ordination Centre coalition long term Business Plan produced in 2001/2 provides a solid framework for enhanced protection of the CNI	NISCC core support established in Departments and Agencies since 1999. Additional resources in 2002-03 have been made available to address key areas in the Business Plan	New budget to improve NISCC capacity to respond to and investigate incidents, and provide threat assessments; recruitment and training necessary before this comes fully on stream. Other areas to address in-year are mapping the Critical National Infrastructure, improving the Outreach Programme and exercising
Increase in public safety through Development of scientific and technological aids	Two systems delivered to enhance detection capability for weapons and explosives by Dec 01	One additional new system to be delivered by end 2001-02. High-level search activity provided for major party conferences in 2001	<ol style="list-style-type: none"> <li>1. Provide high-level search activity to Party Conferences by October 2002</li> <li>2. Deliver 3 new systems to enhance detection capability for weapons and explosives by Spring 2003</li> </ol>
<b>3. To combat other threats to national security</b> Resolution of issues arising from range of annual reports. Ensure regular and frequent reporting on Service to the Home Secretary	Validation of Security Service performance and priorities brought within the Joint Intelligence Cttee	Issues arising from the Intelligence Commissioner's Annual Report on the Security Service 2000-01 resolved	<ol style="list-style-type: none"> <li>1. Annual assessment by Joint Intelligence Committee</li> <li>2. DG's Annual Report</li> <li>3. ISC Annual Report</li> <li>4. Annual report of Intelligence Services and Interception Commissioner</li> </ol>
<b>4. To maintain the means to intercept communications and to process lawfully seized electronic data effectively</b>  Process casework within quality and timeliness standards agreed annually	Efficient and effective service provided in support of agreed aims and objectives	Casework targets met in 2001-02	Process 5% more casework within existing standards
Implement and develop an appropriate legal and policy framework for the interception of communications and retention of and access to communications data.	Partial implementation of a new statutory basis for the use of investigatory powers – Regulation of Investigatory Powers Act 2000.	Order approved setting up the Technical Advisory Board under the Act. Progress continued with implementation of Act Codes of Practice on Interception laid before Parliament	<ol style="list-style-type: none"> <li>1. Bring into force Chapter II Part I and Part III of the Regulation of Investigatory Powers Act by Summer 2002</li> <li>2. Put in place arrangements for EU Mutual Legal Assistance (MLA) Convention by early 2003</li> <li>3. Open discussions on developing mutual assistance arrangements with other international partners by Autumn 2002</li> </ol>

Targets & Objectives PSA & non-PSA	What Have We Done So Far?	What Progress Have We Made?	What Will We Be Doing in 02/03?
<p>Sustain the UK technical interception capability and provide specialist data recovery services</p>	<p>National Technical Assistance Centre (NTAC) set up to assist law enforcement agencies through the processing of encrypted material derived from intercepted communications</p>	<ol style="list-style-type: none"> <li>1. 1st Phase Forensic Stored Data capability delivered against milestone Aug 01. Now providing evidential service. Service delivered against service level agreements</li> <li>2. NTAC Programme fully established by Sept 01. Options appraisal re processing capability delivered on time Nov 01</li> <li>3. Networks project awarded against milestone March 02</li> <li>4. Full, developed Programme Plan in operation</li> </ol>	<ol style="list-style-type: none"> <li>1. Processing contract to be awarded by April 02</li> <li>2. Pilot data interception to commence by Summer 02</li> <li>3. Interim data interception to be available operationally by Autumn 02</li> <li>4. Full data interception capability by Spring 03</li> </ol>
<p><b>5. Effective co-operation with EU partners and the wider international community</b></p> <p>Effective strategy for EU, G8 and wider international business, including Ministerial visits, promotion, adoption and implementation of EU business, and support to EU accession process</p>	<p>Continued to ensure that HO policy objectives are achieved at meetings of the European Council, EU Justice and Home Affairs Ministers, Article 36 Committee and EU working groups. Monitoring mechanism established to track practical implementation of JHA acquis by EU candidate countries</p>	<ol style="list-style-type: none"> <li>1. Progress on Tampere conclusions – Agreement on key measures in response to 11 September (European Arrest Warrant, Framework Decision (FD) on combating terrorism and FD on asset freezing) mark good progress against Tampere agenda in relation to judicial co-operation in fight against serious crime. Also progress on practical co-operation in fight against serious crime with UK participation in setting up of joint teams. Review of progress at Laeken underlines need for more progress on asylum but positive in reaffirming need to make fight against drugs a priority</li> <li>2. Progress on Schengen acquis – JHA implementing provisions in the ATCS Act (Royal Assent Dec 01); provisional approval for JHA/Schengen Implementation Bill</li> <li>3. JHA Chapter provisionally closed with 4 candidate countries by Feb-02. Provisional closure with 2 other countries</li> <li>4. Effective programme of Ministerial visits continues</li> </ol>	<ol style="list-style-type: none"> <li>1. Implement conclusions of the Tampere European Council by May 2004. Milestones by Spring 2003 include: Drugs – interim review of progress Asylum – agreement on reception conditions and Dublin II directives</li> <li>2. Support Ministers on scrutiny obligations to Parliament</li> <li>3. Help EU close JHA issues with candidate countries by Winter 02/03, to enable accession of 10 candidates by 2004</li> <li>4. Implement police and judicial co-operation aspects of the Schengen acquis: judicial and drugs co-operation to be agreed by Summer 2002 – timing subject to legislative programme. Implement Schengen and other JHA agreements into UK legislation. Winter 02/03. (Timing dependent on legislative programme)</li> <li>5. Implement international multiple focus visits which promote effective co-operation</li> <li>6. Develop new strategy and appropriate performance measures, covering both EU and international business, by Autumn 2002</li> <li>7. Preparations for 2005 EU and G8 Presidencies</li> </ol>



Targets & Objectives PSA & non-PSA	What Have We Done So Far?	What Progress Have We Made?	What Will We Be Doing in 02/03?
A new statutory basis for extradition, Providing fast-track extradition with EU partners, and a faster system with non-EU countries	Consultation Document – “The Law on Extradition: A Review” published Mar 01	<ol style="list-style-type: none"> <li>1. Response to Consultation Document published Oct 01</li> <li>2. EU Framework Decision on European Arrest Warrant “general approach” agreed at JHA Council</li> </ol>	<ol style="list-style-type: none"> <li>1. Publication of draft Bill (and, possibly, pre-legislative scrutiny) Summer 02</li> <li>2. Renegotiation of UK/US treaty Summer 02</li> <li>3. Secure enactment of Extradition Bill in 2002-03 session (Timing dependent on legislative programme)</li> </ol>
Adoption and implementation of EU and wider international bilateral and multilateral initiatives, designed to facilitate judicial co-operation and combat organised crime; measured by Number of initiatives adopted and implemented. Initiatives to be in the interests of UK and/or international law enforcement	<p>International Criminal Court Act 2001 passed. Secondary legislation on Act completed. UK achieved goal of being in the first 60 States to ratify</p> <p>The UK signed the Council of Europe Convention on Cybercrime aiming to improve international co-operation to tackle hi-tech crime</p>	<ol style="list-style-type: none"> <li>1. Progress continues to be made on implementation of international conventions</li> <li>2. Discussions continuing with US to secure agreement on confiscation and asset sharing</li> <li>3. Fast Track Extradition Treaty signed between UK and Spain</li> <li>4. Regulations to give effect to two European Conventions on Extradition approved – Dec 01</li> <li>5. Mutual Recognition of Asset and Evidence Freezing Framework Decision “general approach” agreed at Feb 2002 JHA</li> <li>6. UK proposed and drafted Framework Decision on Mutual Recognition of Financial Penalties in May 2001</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete Mutual Legal Assistance Review by Spring 2003</li> <li>2. Implement through legislation (Winter02/03-Spring 03 timing dependent on legislative programme): <ol style="list-style-type: none"> <li>a) Framework Decision on Mutual Recognition of decisions on asset and evidence freezing.</li> <li>b) MLA and Extradition elements of Schengen Convention</li> <li>c) EU 2000 MLA Convention and Protocol</li> <li>d) Order-making powers for non-EU MLA provisions, such as UNTOC Convention</li> </ol> </li> <li>3. Progress Tampere agenda: <ol style="list-style-type: none"> <li>a) Complete negotiations on Mutual Recognition of Fines Summer 02</li> <li>b) Finalise EU policy on Penalties for harmonising Framework Decisions by Winter 02</li> </ol> </li> </ol>
Efficient and effective processing of extradition and mutual legal assistance requests; measured by percentage of requests dealt with to required deadlines.	Backlog of mutual legal assistance requests cleared – Oct 01	All performance targets for 2001-02 met or exceeded. 58 completed extraditions from UK in 2001-02. Highest ever total	<ol style="list-style-type: none"> <li>1. 100% incoming extradition requests</li> <li>2. 90% of outgoing MLA requests to be transmitted within 10 working days of receipt</li> <li>3. 90% incoming MLA requests to be dealt with within 20 working days</li> </ol>

# 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 witness and to engage with and support victims.



## 3.1 Introduction and Overview

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Society rightly demands a strong and coherent response to the menace of crime. The effective delivery of criminal justice depends on a wide variety of professionals, volunteers and communities working together, providing an end-to-end system that relentlessly seeks to:

- prevent crime occurring in the first place;
- find the people responsible when it does happen; and
- punish and rehabilitate them effectively so that they do not engage in criminal activity again.

In doing so the criminal justice system (CJS) must be fair, efficient, and responsive to the needs of society and of victims and witnesses in particular. The Home Office plays a key role in achieving this as part of a trilateral partnership with the Lord Chancellor's Department and the Law Officers' Departments, and in collaboration with the Youth Justice Board and voluntary sector organisations such as Victim Support. It has direct responsibility for matters relating to criminal law, the police, prisons and probation, and their respective inspectorates.

To encourage closer trilateral working the 2000 Spending Review introduced the CJS Reserve: £525 million over three years (£100 million in 2001-2002) that is jointly managed by the Home Secretary, the Lord Chancellor and the Attorney General. The Reserve is used to fund initiatives which contribute to joint working, or which involve bringing together different service providers. It provides Ministers with funding flexibility and the ability to respond to changing pressures on the system.

## 3.2 Strategy

The Government is determined to modernise and improve the way the CJS works and has made significant progress in recent years. Following the General Election in June 2001, the pace of change was stepped up with the creation of a Ministerial Committee on the Criminal Justice System, chaired by the Home Secretary, to oversee the delivery of the Government's policies for the management and reform of the CJS. Ministers are advised by a newly established Strategic Board, made up of the most senior officials from across the CJS organisations and chaired by the Home Office Permanent Secretary, John Gieve.

This process of working together has helped to highlight where policy and process change is needed – both within the individual organisations and across the CJS. The work of the Ministerial Committee and the Strategic Board has included:

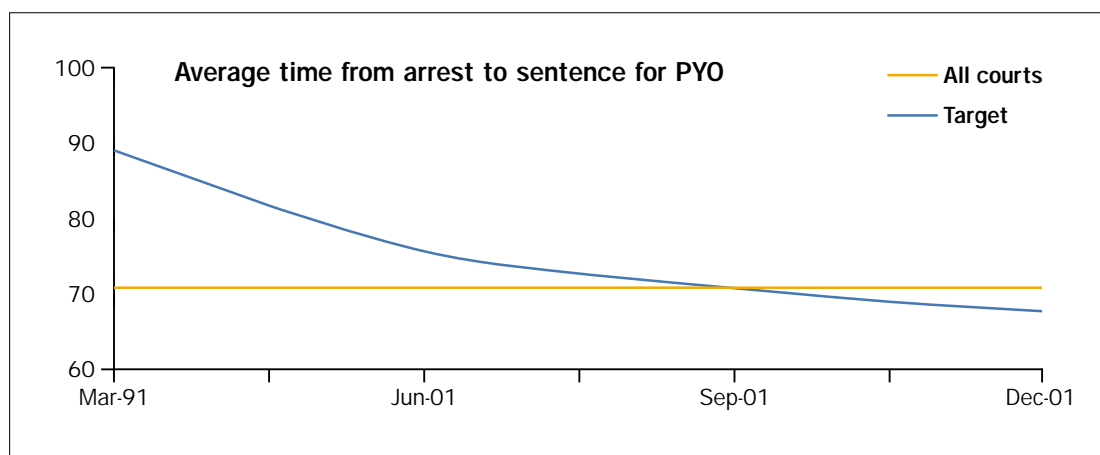
- assessing the impact of the recently established police – CPS Criminal Justice Units; and
- considering the recommendations of Sir Robin Auld's Review of the Criminal Courts and John Halliday's Review of the Sentencing Framework.

Change continues and a White Paper, which will involve a broad spectrum of CJS reform, will be published shortly.

## 3.3 Key Achievements and Performance

### 3.3.1 Persistent Young Offenders (PYO)

In August 2001 the Government achieved the pledge to halve the average time taken from arrest to sentence for PYOs, from 142 days to 71 days – well ahead of schedule. Most recent figures (February 2002) show that on average it now takes 67 days for a young offender to be dealt with by the courts. This step change in performance came about through sustained local and national collaboration and innovation. Good practice guidance was widely disseminated, area action plans were put in place, and a simple computer system, (Case Tracker), was devised to help monitor cases.



## CASE STUDY – Delivering the Persistent Young Offenders Pledge

**In 1996 the average time from arrest to sentence for persistent young offenders was 142 days – over 4 months. This amount of time resulted in a dislocation between the offence and the consequences that flowed from it, plus long delays before programmes could be put in place to address the young person's offending and frustration for victims and witnesses.**

The Youth Justice Board was given the responsibility to co-ordinate the work on delivering the pledge to halve this figure to 71 days. The work involved all the local and national criminal justice agencies in England and Wales. Good practice guidance was published, area action plans were put in place, and a simple computer system, Case tracker, was devised to help monitor live cases. In addition Ministers, YJB members and senior officials across the criminal justice system undertook a series of visits to priority areas to focus attention on delivery.

In August 2001, well ahead of schedule, the 71 day target was achieved. The figure has since reduced to 67 days in February 2002.

### 3.3.2 Victims and witnesses

The needs of victims and witnesses should be at the heart of the CJS. The Government has made considerable progress on this in the last year. The Home Office has introduced the Victim Personal Statement Scheme to support victims and encourage witnesses. This scheme provides victims of crime with the opportunity to make a statement about how crime has affected them and was introduced in all criminal justice areas from October 2001. By the end of March 2002 all magistrates' courts had the benefit of a witness support service provided by Victim Support and funded by the Home Office. Victims will be given a voice in the criminal justice system and greater support by it. Section 69 of the Criminal Justice and Court Service Act 2000 came into force in April 2001 and gave local probation boards a statutory duty to consult and notify victims about release arrangements of offenders serving 12 months or more for a sexual or violent offence. National arrangements to monitor compliance with the new duty and with the applicable national standards and targets, were introduced at the same time and are monitored on an area by area basis to allow performance comparisons to be made.

## CASE STUDY – Special Measures for Vulnerable or Intimidated Witnesses



A major cross-agency programme is underway to implement the range of special measures for vulnerable or intimidated witnesses contained in Chapter 1 of Part II of the Youth Justice and Criminal Evidence Act 1999.

Measures to protect victims of sexual offences have already been implemented. Additional equipment is being installed in courts to enable evidence to be given by video. A whole range of guidance and training materials has been published and information leaflets provided. All criminal justice agencies have been preparing for these very significant changes, including providing the training required.

From 24 July 2002, vulnerable or intimidated witnesses will be able to apply to use the following special measures in Crown Courts:

- Screens – to ensure that the witness does not see the defendant;
- Live TV link – allowing a witness to give evidence from outside the court;
- Clearing the court – so that evidence can be given in private;
- Removal of wigs and gowns; and
- Communication aids (e.g. alphabet boards).

Vulnerable witnesses will also be able to make an application for video recorded evidence in chief to be admitted (i.e. allowing an interview with the witness, which has been video recorded before the trial, to be shown as the witness's evidence in chief). Consideration will be given to extending this measure to intimidated witnesses at a later stage in the light of experience with vulnerable witnesses.

Implementation in the magistrates' courts in July 2002 will be restricted to the use of TV links and video recorded evidence for the most vulnerable child witnesses followed by a roll out in 2003/04.

Two further special measures – the use of intermediaries and video recorded pre-trial cross-examination – will be the subject of pilot projects. Extensive consultation has already taken place on the use of intermediaries and live pilot projects are planned to start later this year. On video recorded pre-trial cross-examination, an initial scoping study needs to be carried out and this work is planned to begin in the summer.

The categories of persons eligible to apply for special measures are: children under the age of 17; those who suffer from a mental or physical disorder, or who have a disability or impairment that is likely to affect their evidence; and those whose evidence is likely to be affected by their fear or distress at giving evidence in the proceedings.

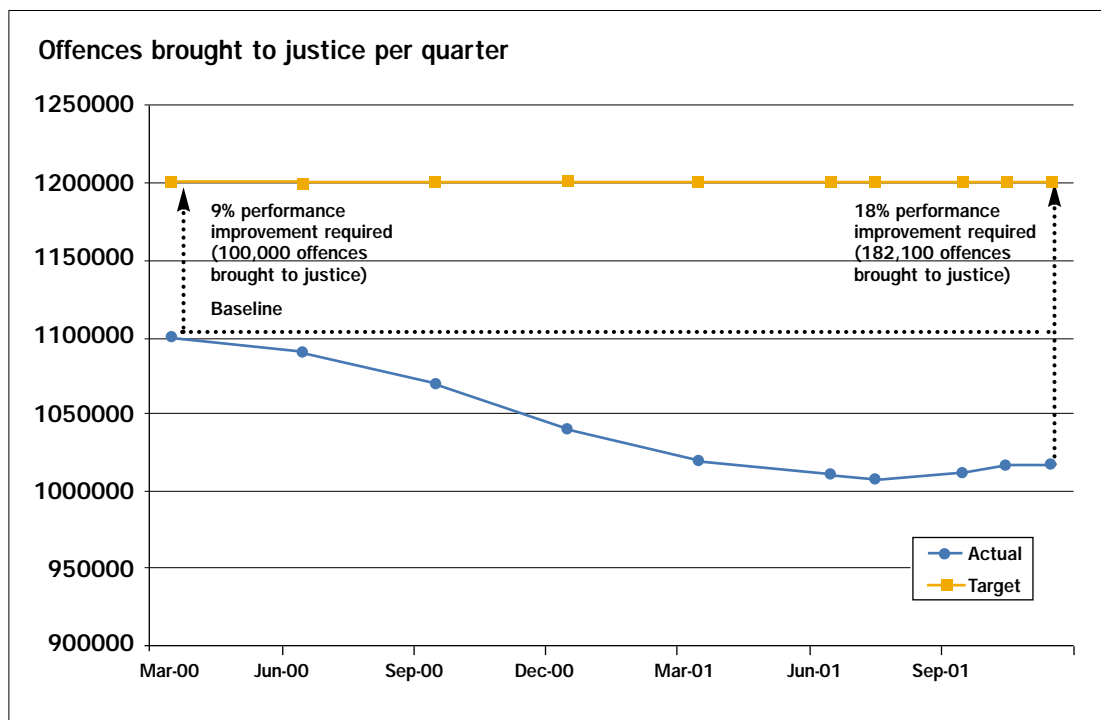
### 3.3.3 Confidence

The Home Office, alongside the other criminal justice agencies, has set out a comprehensive programme to improve the criminal justice system and thereby promote confidence. Five areas have been identified in which it will measure the confidence of the public generally: the treatment of victims, the treatment of witnesses, efficiency, speed, and the treatment of defendants. The confidence of minority ethnic communities in these areas will also be measured.

Confidence depends on the performance of the system over time. The programme of reform is beginning to improve performance. It also depends on the public's understanding of the system. Initiatives are underway to improve understanding and to demystify the system through information leaflets, open days, visits, mock trials and exhibitions. Local Area Criminal Justice Strategy Committees play a significant role in taking these initiatives forward and in breaking down barriers, in particular with members of ethnic communities. Some impressive local initiatives have taken place – for example using local radio and publications. These will be developed and replicated more widely in the future.

### 3.3.4 The Justice Gap (attrition<sup>1</sup>)

The Government is committed to closing the 'justice gap', and bringing offenders to justice for more of the crimes they commit. The number of offences brought to justice declined between the year ending March 2000 and that ending July 2001, but the most recent data on attrition performance (up to the 12 months ending November 2001) shows a slight improvement in the number of offences brought to justice. Compared with the year ending September 2001, 5600 more offences were brought to justice. This suggests that the decline in performance has now started to bottom out. However, there is still much to do to improve performance sufficiently to achieve the target for 2003/4.



<sup>1</sup> "Attrition" is the process by which only a proportion of crimes that are committed result in the person who committed them being brought to justice by the police, the CPS and the courts.

The work programme underway to improve performance against the attrition target includes:

- Additional police officers
- DNA database and additional scene of crime support
- CPS/Police joint outcome analysis
- Information and support for witnesses
- The Street Crime Initiative
- CPS performance improvement programme

The wide ranging attrition programme has also been reinforced by new work to meet the 10 year manifesto goal of doubling the chance of a persistent offender being caught and punished. The project is developing a target for increasing, by 2004, the number of offences for which a persistent offender is brought to justice. This target and other key aspects of the proposed project, such as the definition of “persistent offenders” are being thoroughly tested, particularly with practitioners, in advance of the planned start date for the project of 1 July 2002. Work on this project and the street crime initiatives are funded from the CJS reserve (mentioned in Section 3.1 above).



### 3.3.5 Performance Management

In the last year we have made real progress in starting to develop a performance management framework for the whole CJS. While each of the individual organisations has their own, well established, performance management systems it has been difficult – until now – to assess how we are performing across the whole system. The Criminal Justice Joint Planning Unit, a trilateral unit based in the Home Office, has worked with front line CJS practitioners to develop quarterly monitoring reports which show performance across the piece against key targets in each of the 42 CJS areas. These reports provide diagnostic information to help Chief Officers of the CJS agencies and services to assess what needs to be done to improve delivery in their areas. In the next year we plan to build on these reports by providing the 42 CJS areas with more support both locally and centrally to manage their performance effectively.

## 3.4 The year ahead and its challenges

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The priorities for the CJS in 2002/03 will be:

- to increase the number of offences for which offenders and particularly persistent offenders, are caught and brought to justice;
- reduce avoidable delay at every level in the CJS and bring cases to a conclusion with the greatest possible speed and efficiency;
- improve services to and meet the needs of victims and witnesses within a new strategy.

The Government is committed to taking action to develop simpler and more effective structures. Working with its partner Departments and organisations, the Home Office aims to do the following in the next year:

- ◆ Improve arrangements at local level for co-ordinating the work of all the relevant agencies and services;
- ◆ Provide dedicated performance officers and advisors in the 42 criminal justice system areas. Starting from next year, these will support national and local delivery through direct hands-on monitoring of performance, analysis of problems and early interventions to produce solutions. They will also provide tools and expert help to assist areas to understand and develop experience in performance management;
- ◆ Give more encouragement for innovative approaches designed to promote more effective working across organisational boundaries, coupled with more collaborative working by the agencies and services to deal with major issues affecting the system as a whole (see case study on Warwickshire Project);
- ◆ Make more investment in Information Technology, to allow us to exploit the huge potential this offers and to help tackle the major “end-to-end” issues;
- ◆ Tackle the menace of rising street crime – by CJS agencies and services working closely together to target their efforts on the areas where problems are greatest;
- ◆ Reform the criminal justice services themselves in order to allow them to deliver a better service to the public.

The CJS Business Plan 2002-03 is available on [cjsonline.org.uk](http://cjsonline.org.uk) and a brief report is provided at Section 8 of this publication.

## 3.5 The following tables set out our progress against Public Service Agreements and other targets and what we will be doing during the coming year to achieve these targets.



**CASE STUDY – The Warwickshire Criminal Justice Centres Project**

The Home Office is sponsoring a project headed by Chief Officers of CJS organisations in Warwickshire to build two innovative, integrated criminal justice centres in the county. This ambitious building and IT project (largely funded by the Capital Modernisation Fund) started in 2001 and will run through until 2005. The Centres will speed up justice, give a better service to victims and witnesses and reduce crime and improve public safety, by co-locating all of the county's criminal justice agencies.

Officials from the Police, Courts, Crown Prosecution Service and Probation Service will be working together with the Youth Offending Team, the National Health Service and voluntary organisations to create new partnership arrangements and modernise the existing single agency approaches. The Centres will join-up justice by promoting closer working through integrated systems and protocols and developing local partnerships.

Victims and witnesses will receive a better service through the new integrated Centres by receiving help and support at all stages of the justice process, and especially while they are at court. Because cases will be dealt with faster and more efficiently, the stress of their involvement should also be reduced.

# 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.

Targets & Objectives PSA & non-PSA	What Have We Done So Far?	What Progress Have We Made?	What Will We Be Doing in 02/03?
<p><b>1. Improve the level of public confidence in the CJS by 2004, including that of improving that of ethnic minority communities PSA (Target contributing to CJS PSA)</b></p>	<p>The Auld Criminal Courts Review was published on 15 October 2001</p>	<p>Considering which response to the Auld report involves a wide range of recommendations which have been worked on across the trilateral CJS Departments</p> <p>Identified 5 performance areas to measure:</p> <ul style="list-style-type: none"> <li>- treatment of victims</li> <li>- treatment of witnesses</li> <li>- efficiency</li> <li>- speed</li> <li>- treatment of defendants</li> </ul>	<p>Implementation of Ministerial decisions, for example national and local arrangements to ensure improvements can be achieved</p>
	<p>First Police Service recruitment milestone due to be met in 2002. 80% of recommendations in the Stephen Lawrence enquiry completed by March 2002</p>	<p>Increase the level of confidence in the Police Service among ethnic minority communities by implementation of the Government Action Plan following up the recommendations of the Stephen Lawrence inquiry</p>	<p>Continue to increase the level of minority ethnic recruitment, retention and progression in the Police Force. Draft PACE (Police and Criminal Evidence Act) code to be issued for public consultation</p> <p>Prepare for implementation of new complaints system following Royal Assent. Report on forces performance against 'Dismantling Barriers Action Plan' due in Summer 2002. ('Dismantling Barriers' is the Government's action plan following Stephen Lawrence Inquiry aimed at increasing confidence in police amongst ethnic minorities)</p>
	<p>Ministerial launch of Criminal Justice System Online site took place on 6th December 2001</p>	<p>Provision of the Criminal Justice System Online offering citizens structured pages to reflect all areas of the CJS</p>	<p>Completion of market research on citizens' needs and revisions in light of research findings</p>
	<p>The Halliday Report on revision of the sentencing options available to courts published October 2001</p>	<p>Set in place mechanism to carry out the recommendations of the Halliday Report</p>	<p>Prepare proposals on sentencing reforms for legislation Winter 2002</p>
	<p>The Criminal Cases Review Commission has reduced the number of applications awaiting review and exceeded the original 20% target set by over a further 10%</p>	<p>Worked with the Commission to ensure they had the necessary resources and systems in place to reduce the number of cases awaiting review</p>	<p>Continued reduction in the number of cases awaiting review</p>

Targets & Objectives PSA & non-PSA	What Have We Done So Far?	What Progress Have We Made?	What Will We Be Doing in 02/03?
<b>2. Increase the number and proportions of recorded crimes for which an offender is brought to justice</b>	Continued to expand the number of profiles on the DNA database	Oct 1: 1.47 million profiles on database. 1.5 million target men February 2002	DNA database to hold all available criminal profiles by Spring 2004
	The long term decline in offences brought to justice slowed through the year and appears to have reversed in Autumn 2001	Police officer recruitment on track for total number of officers of at least 128,400 by March 2002	The target for 2003-4 is to bring 1.2m crimes to justice, ie. 100,000 additional offences compared with 1999-2000 (and more than 20.8% of recorded crime). Commencement of initial three year persistent offender project to increase the number of offences for which persistent offenders are brought to justice. Working towards achieving the new goal set out in the manifesto of doubling the chance of a persistent offender being caught and punished
<b>3. Improve by 5 percentage points the satisfaction of victims with their treatment by the CJS by 2002 and thereafter at least maintaining the level of performance</b>	75,000 applications for criminal injuries compensation were processed	Initiated monitoring of the performance of the Criminal Injuries Authority against agreed targets	Deliver agreed targets
	Increase funding to Victim Support and extension of the Witness Service from Crown Court to all magistrates' courts	Implemented the Victim's Personal Statement Scheme so that all victims of crime are given the opportunity to make a statement about how crime has affected them	Produce a cross departmental interagency national strategy for improving services to victims and witnesses
		Preparatory work for the implementation of "Speaking Up For Justice"	Implementation of special measures and pilot schemes offering better service and support for witnesses by Autumn 2002
<b>4. Reduce the time from arrest to sentence or other disposal by 2004</b>	The 1997 Manifesto commitment to halve from 142 to 71 days the time from arrest to sentence for persistent young offenders has been achieved from August 2001. Average Persistent Young Offenders arrest to sentence time was 67 days at February 2002	Achieved target to halve the time from arrest to sentence for persistent young offenders in August 2001	Start local implementation of pilot management tool to measure progress of time targets. First quarterly data for 2002 will be published in Summer 2002  Maintain progress
	70% of reports to all courts (75% of magistrates' courts) are completed within the National Standard of 15 days	Improving the timeliness of National Probation Service Pre-Sentence Reports to the courts	Increase the number of National Probation Pre-Sentence reports done within the 15 day National Standard to 90% in 2002-03
	A demonstrator exchange service to enable a full exchange of information between criminal justice agencies was completed by March 2002	Established a project to enable a full exchange of case information between Criminal Justice Agencies	Full exchange of case information between Criminal Justice agencies by 2005

# Aim 4:

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



## 4.1 Introduction and Overview

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Improving the effectiveness of custodial and community sentences is a central part of the Government's overhaul of the criminal justice system. Effective sentencing must:

- punish the offenders and demonstrate the consequences of criminal behaviour
- rehabilitate the offender by addressing the factors that contribute to offending behaviour
- where possible, make reparation either to the victim or the wider community.

Effective sentences are therefore vital in the drive to protect the public and reduce the harm that crime causes in local communities.

At the beginning of May 70,900 individuals were held in prison or other form of custodial detention, a rise of almost 8% in a year – and around 200,000 were under some form of community supervision. Large numbers of these offenders have a range of problems such as mental illness, drug dependency, and educational and skills deficiencies, which must be addressed if the chances of their reoffending are to be radically reduced. The size of the task to reduce reoffending is therefore large. And the public expects that programmes to reduce reoffending are delivered in the most cost effective and efficient way possible whilst safeguarding proper standards of decency and fairness.

Young people provide particular challenges – the peak age of offending for young males is 18 and 15 for young women. The powers and services available for them must reflect their age and levels of responsibility, but we know that targeted interventions at a young age can help to avoid a life of crime for the individual and all the consequences of that for victims and communities.

Correctional policy and services are not just key to the criminal justice system but are also central to the Government's wider policies for prosperity and fairness, and tackling social exclusion. Communities blighted by crime and fear of crime miss out on the benefits of economic regeneration and productivity. And the social capital on which communities depend is undermined by crime and fear of crime. Reducing re-offending and giving ex-offenders the opportunity to become productive members of society can make a real contribution to social and economic regeneration, the well-being not only of offenders and their families, but also of the communities in which they live.

#### Correctional services

- The Prison Service received funding of nearly £2.2 billion in 2000/01 and employs 44,500 staff.
- The National Probation Service was allocated £590 million in 2000/01 and employs some 16,600 staff.
- The YJB received £296 million in grant-in-aid that was used to support local youth justice services, drug misuse services, youth crime prevention activities and to purchase secure places from the Prison Service, local authorities and private sector. 10,000 staff work in youth offending teams and secure facilities dealing with young offenders.

## 4.2 Strategy

Our correctional policy is based on the principle that custody should be used only when no other sentence would be adequate in relation to the seriousness of the offence. Our approach builds on evidence of what works and combines:

- custody and the most rigorous supervision for dangerous violent and sexual offenders
- increasingly tailored and demanding packages of prison and community interventions for other offenders
- opportunities for all offenders to engage with society and use the time spent serving sentences constructively.

To build effective correctional services we need to provide the physical, organisational and legislative infrastructures necessary to deliver high standards of protection and to focus on the outcomes of reduced re-offending. This needs to be supported with the rigorous application of evidence through accredited programmes to reduce offending and the technology that makes possible a more flexible range of sentences. Above all, this demands the highest standards of skill and training from our frontline staff and managers in the Prison, Probation and Youth Justice Services.

The new Correctional Services Board, chaired by the Minister for Correctional Services, will provide a strategic framework within which the Prison Service, Probation Service and Youth Justice Board will operate. The Board will be supported by the development of a Standards Unit to ensure that best practice is shared effectively.

## 4.3 Key Achievements and Performance

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### 4.3.1 Enforcement

Effective enforcement is a fundamental platform both for public confidence in correctional services and for the delivery of the positive interventions. It is therefore a key part of the performance regimes under which our services operate and last year was a year of success:

- no category A escapes from the Prison Service – in spite of a significant increase in the prison population.
- overall, only 67 escapes in 2001/02 – down from 347 in 1992/3. The escape rate is less than one thirtieth of the rate ten years ago.
- community penalties are being ever more rigorously enforced. Local probation services have improved performance on taking breach action from 51% in 1998 to 70% in 2000 – and the standard against which that performance is measured has been toughened.

### 4.3.2 Reducing the Reconviction Rate

The overarching performance regime for all rehabilitation activity is the target to reduce the rate of reconvictions of all offenders and of young offenders by 5% by 2004. This target reflects increasing investment in proven rehabilitation programmes in prison and the community.

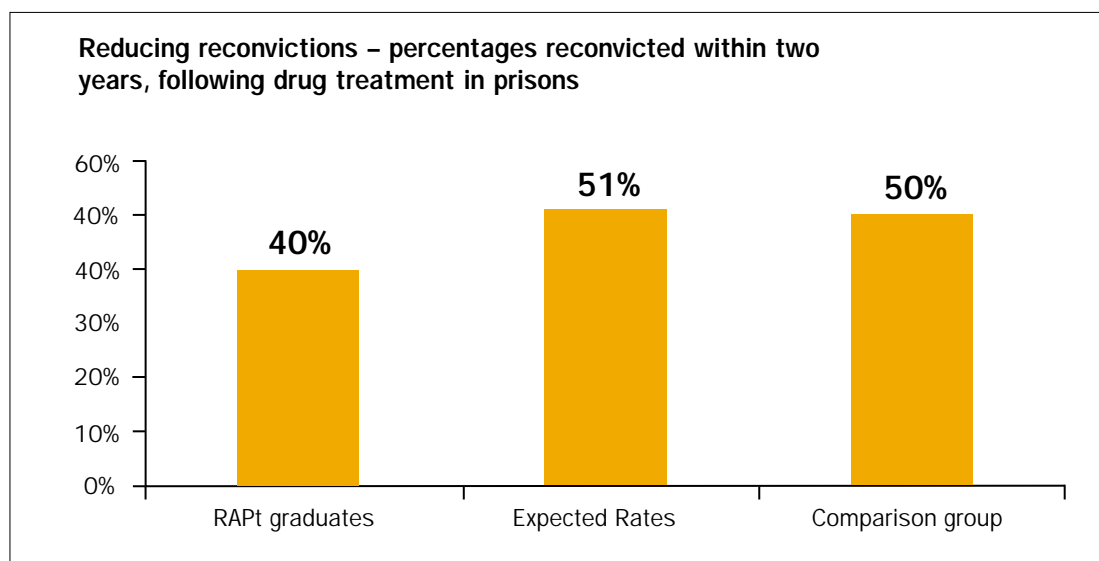
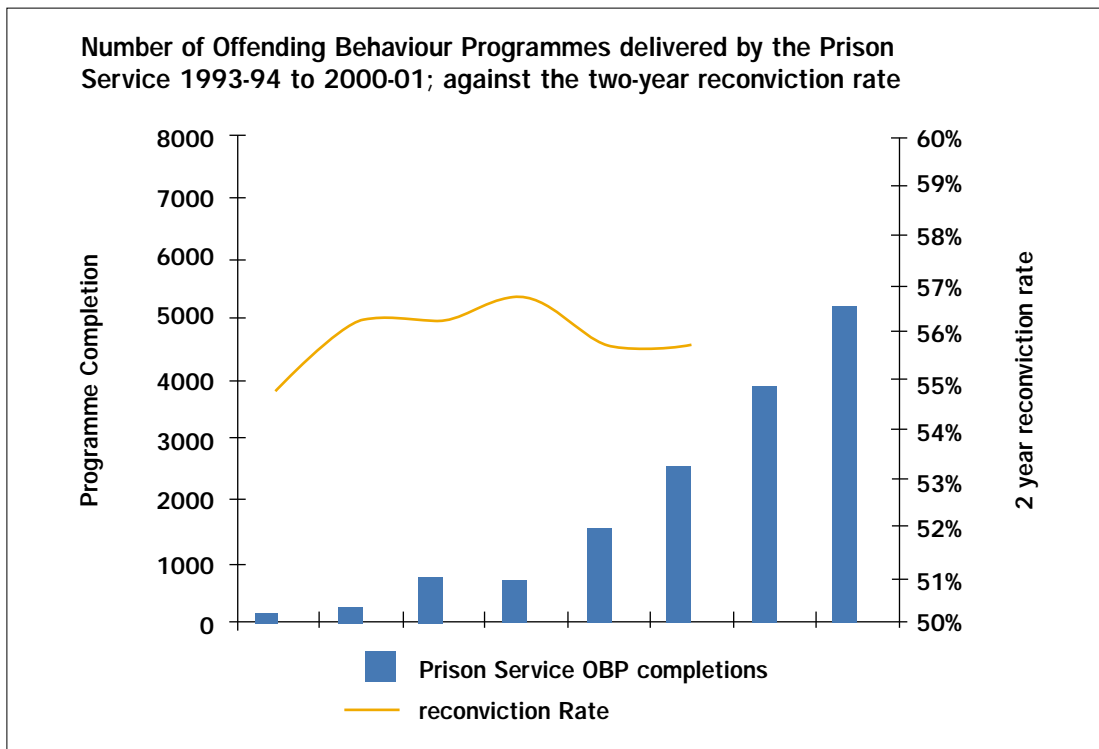
Progress towards the target is monitored centrally. Home Office staff work with the Prison Service, National Probation Service and Youth Justice Board in order to tackle issues and track results. Our target for juvenile reoffending is to reduce the rate by 5% compared to the predicted target, by 2004. PNC data showing the impact on the year 2000 post-rollout cohort of juvenile reoffenders are currently being analysed. However, initial indications are that, subject to further analysis of the data, we are on course to exceed the 2004 target ahead of time. The first post-roll-out results are due to be published in Summer 2002.

Programmes are rigorously evaluated based on their success in delivering specific, auditable outputs that demonstrate an impact on reconviction rates. The responsibility for maintaining high programme standards for both prison and probation services rests with the Joint Accreditation Panel.

### 4.3.3 Rehabilitation and prison regimes

The Prison Service has extended its work to make prison more effective in helping prisoners to avoid reoffending after they return to the community.

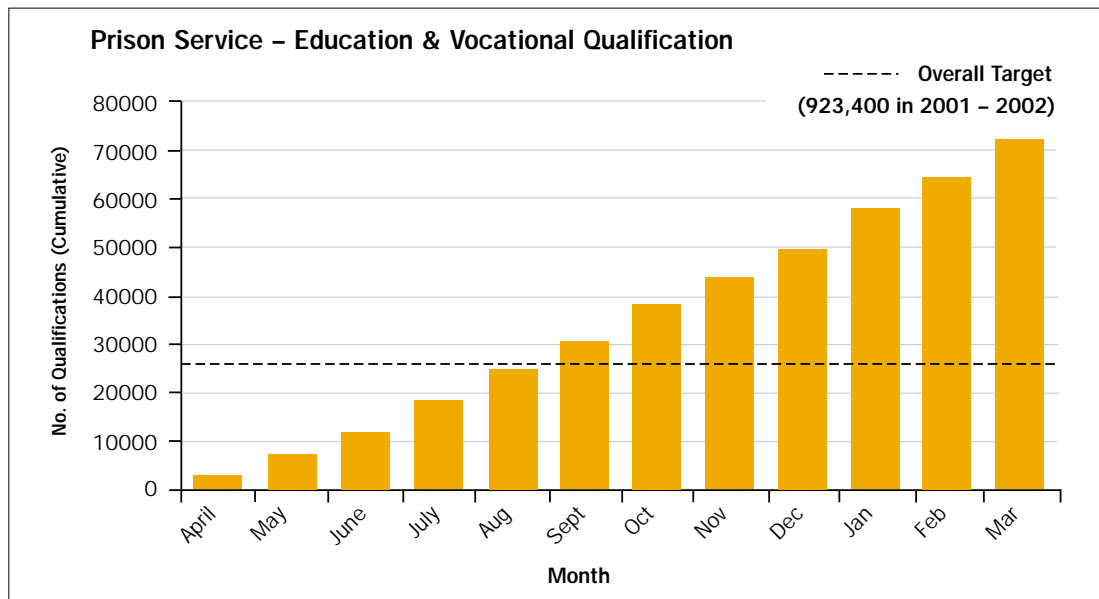
Programmes such as offending behaviour programmes (OBPs) and drug treatment have been shown to have an impact on reconviction rates as illustrated in the graphs below.



Education to equip prisoners better to find work once they leave prison is vital. Working in partnership with the Department for Education and Skills, more than 72,000 vocational qualifications were awarded to prisoners in the year to the end of March 2002, more than double the target. Almost 16,000 of them were in basic literacy and numeracy skills at level 2 – the level required to do 90% of jobs.

Targets for drug detoxification and low level drug counselling in prisons have been exceeded and prisoners testing positive at random drug tests halved since 1996-97.

We have created 92 new places within the Prison Service for offenders who are dangerous and severely personality disordered as the first part of a programme to develop ground-breaking



assessment and treatment services for this challenging group. Additionally there is a renewed emphasis on decency in the Prison Service. The environment in which prisoners live has been improved with a significant investment in maintenance and refurbishment.

The Department of Health is providing 300 psychiatric nurses to improve the care of the mentally ill in prison and at least a basic advice, counselling and support service for drug abusers is available in every prison. Partly as a result of such investment, and after an apparently inexorable rise, the number and rate of self-inflicted deaths by prisoners has fallen for the second consecutive year.

## CASE STUDY – Work-focused Resettlement

Marks & Spencer, in conjunction with the resettlement unit at Norwich prison, are providing suitable category D prisoners with paid work experience as part of their resettlement programme. The 12-week scheme involves the prisoners in a range of 'back of store' activities, such as assisting in the car collection service, equipping service points and building in-store displays.

The first scheme, which operated over the busy Christmas period, was considered to have been a great success by the store manager, the staff and the prisoners. One of the prisoners was awarded an internal Marks & Spencer Service Award, which is nominated by the staff.

Marks & Spencer are now working with the Prison Service Custody to Work Unit to extend the scheme to three or four open prisons, including at least one female establishment. Through the project it is hoped to develop a work-focused resettlement programme which will help prisoners gain employment on their release.

Prisoners who successfully complete the project will be provided with a reference from the store manager and, if the prisoner wishes and a suitable vacancy exists, will be able to apply for a job at a store in their home area.



HMP Send (female): successful peer partnership programme running where prisoners with good literacy are trained as basic skills tutors. There is a strong emphasis on English for Speakers of Other Languages because of the high proportion of foreign nationals. There is an option to achieve City and Guilds accreditation. The aim is to provide a bank of tutors who can be called out to wings to help prisoners with, for example, writing application forms or formal letters.

#### 4.3.4 Rehabilitation and community sentences

Community sentences are tough alternatives to custody, and combine punishment with action to reduce reoffending by addressing the reasons why offenders commit crime and improving their skills and chances of employment.

The National Probation Service has introduced a core curriculum of accredited offending behaviour programmes for community-based sentences.

Every probation area now offers at least one accredited programme aimed at reducing reoffending. In the first nine months of roll-out, nearly 13,000 offenders were required to attend a programme as part of their community sentence.

#### CASE STUDY – Offending Behaviour Programmes:



An offender placed on the Think First offending behaviour programme supervised by the National Probation Service in Cambridgeshire, reported how he felt the group-work had helped him think differently about problems that face him. He explained that the group has helped change his attitude towards others and has given him the tools to break problems down into smaller 'bits' which made it easier to resolve them. For example he had begun to organise his

debts, working out how much he can pay towards his debts on a weekly basis. This has given him a feeling that paying them off is achievable. He compared this to thinking prior to taking part in the Think First group and said that he had ignored the problem and that it was getting bigger.

Another example involved an incident in which he faced a situation which would usually result in him fighting. He explained that he had walked away from a developing fight and ignored those who had called him a coward. Once at home he said that he initially felt ashamed that he had not got involved, but then he began to think more about the long term consequences and realised that if he had stayed and fought he would probably have faced a further conviction. He said that he was pleased with his behaviour and realised that he could take alternative course of action which make him feel good about himself. He spoke to his father about this and his father appeared really proud of him. This reinforced his view that he did the right thing.

The offender complimented the group tutors for their ability to explain things. He felt confident to speak out in the group because of the way the tutors responded. He did not feel he was being judged and really appreciated the opportunity to get involved in something which had benefited him. He said he had put his certificate on the wall. He was really pleased at having completed the sessions and is already demonstrating his ability to transfer the skills gained to other areas of his life.

### 4.3.5 Young offenders

Youth Offending Teams (YoTs) have been in operation across England and Wales since April 2000. They are charged with co-ordinating youth justice services across the geographical area in which they are based. They provide multi-agency services for those children and young people either at risk of offending or who are involved in offending behaviour. During the past two years the YJB has focused considerable energy on assisting in the development and establishment of YoTs. The YJB now plans to review and update the guidance to local services on overseeing the work of YoTs to ensure that it takes account of the new criminal justice areas, Connexions Partnerships, Local Strategic Partnerships and other new developments. The YJB will be focussing its efforts over the next three years in assisting YoTs to effect a reduction in offending by children and young people.



Building on this approach, the national roll-out of referral orders took place in April 2002, building on 10 successful pilots (referral orders allow early intervention to tackle offending behaviour whilst making young offenders face up to the consequences of their actions).

The Intensive Supervision and Surveillance Programme (ISSP) began in October 2001. ISSP will deal with 2,500 prolific young offenders a year who are on the cusp of a custodial sentence. ISSP includes intensive supervision in the community for at least 25 hours a week in its intensive phase focusing on education and training, restorative approaches and tackling offending behaviour. Community surveillance will be available for up to 24 hours a day, 7 days a week where necessary.

The surveillance can be provided by the police, electronic monitoring, voice verification or by ISSP staff.

ISSP programmes are now operating in 84 of the 154 Youth Offending Team areas in England and Wales with the help of national supporters and evaluators.

The YJB has introduced the ASSET assessment framework to ensure that those entering the youth justice system are assessed and the factors associated with their offending are identified and interventions put in place to reduce the risk of offending.

The YJB is also responsible for commissioning and purchasing secure accommodation places for remanded and sentenced juveniles from the Prison Service, local authorities and the private sector.

HMYOI Hatfield (Young Offenders): Modern Apprenticeship (M.A.) scheme run with private contractor Mowlems. Training is based on the Construction Foundation MA framework (NVQ level 2) and condensed from 2 years into 26 weeks to accommodate the varying sentence lengths of participants. Improvements have been seen in both attitude and communication skills from offenders involved, most of whom had not completed secondary schooling. The Scheme generated interest from other inmates and prison officers. Young people resettling in areas where Mowlem is present are being offered employed status on completion of MAs.

#### 4.3.6 Legislative powers

The legislative framework within which we operate is fundamental to success. Not only have we continued to ensure that magistrates and judges have available to them the range of options that they need but we have also taken steps to ensure that the rest of the legislative framework in which the correctional services operate to protect the public is right. Over the last year we have implemented the duty in the Criminal Justice and Court Services Act 2000 for local police and probation services to make joint arrangements for the assessment and management of the risks posed by sexual, violent and other offenders who may cause serious harm to the public. Within the next year, we will be piloting arrangements to involve lay members in the strategic management of these issues. Multi-agency public protection panels, comprised of senior staff from a wide range of local agencies, manage the most serious of these offenders. Senior Staff also oversee the arrangements made to manage the other offenders within these categories who have been assessed as being less likely to pose immediate serious harm to the public.

We are paying more attention not just to the creation of new powers but to the machinery which is necessary for their effective trial, implementation and delivery. This depends on locally empowered and responsive services working within clear national performance standards and frameworks. The creation of the National Probation Service – launched in April 2001 – was the beginning of a three year integrated strategy focused on raising performance and standards across the board and with the explicit goal of becoming a world leader in the design and implementation of offender assessment and supervision programmes. Alongside the Prison Service and Youth Justice Board – established in 1998 – this for the first time creates a unified probation service with national direction and quality assurance and the necessary national framework for local collaboration.

#### 4.3.7 Joined-up working

The seamless delivery of interventions whether in prison or the community, and effective support in making the transition from prison back into the community, is an essential part of our evidence-based approach. This is supported by joint working between the Prison Service, Probation Service, Youth Justice Board and the Police. In addition, other Government Departments and agencies such as the Department of Health and the Department for Education and Skills are increasingly involved in delivering improvements in areas such as resettlement, prisoner healthcare and drug treatment.

### 4.4 The year ahead and its challenges

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We have achieved a great deal over the last year. To continue to build on the approach we have described means an ambitious programme of work over the next twelve months.

Already in 2002 we have implemented in the ten street crime initiative areas section 130 of the Criminal Justice and Police Act 2001. This gives courts the power to remand to secure accommodation those persistent juvenile offenders or “bail bandits” who can cause such anxiety and distress in local communities by repeatedly offending on bail. Section 130 extends the statutory criteria for juvenile secure remands to cover those 12-16 year olds who repeatedly commit imprisonable offences on bail or on remand to local authority accommodation. It will be implemented across the rest of England and Wales on 16 September 2002.

## CASE STUDY – Addressing Persistent Adult Offenders in Bristol

The Probation Service, Police, Prison Service and drug treatment agencies have joined up in an innovatory scheme in Bristol to tackle the high amount of crime committed by persistent adult offenders. With the support of the local Crime & Disorder Reduction Partnership, the goal is to make a significant impact on crime by focussing effort on these offenders. The scheme aims to reduce their offending behaviour through effective prison and probation programmes, combined with drug treatment, in an intensive programme. Offenders are closely monitored, and there is access to police intelligence and surveillance resources, to ensure that any reoffending is detected early and that reoffenders are taken back to court or custody quickly.

Avon & Somerset Police believe that the 100 most persistent offenders in the area commit up to 28,000 crimes a year, about 65% of all acquisitive crime. The multi-disciplinary team assembled to tackle this problem began work in early 2002 to target these offenders. The scheme is financed by the local agencies with support under the Communities Against Drugs programme.

The Prison Service is planning to use a total of £177 million to provide an extra 2,320 prison places (including 600 juvenile places), and fund an increase in Home Detention Curfew and tagging. All of this will help cope with the increased number of arrests and convictions resulting from the Street Crime Initiative.

In addition £23m has been provided for juvenile street crime measures: tagging of juvenile bailees, extending the Intensive Supervision and Surveillance Programmes and purchasing local authority secure unit places.

Work will start this year to prepare for implementation of major reforms of sentencing and rehabilitation policy, in the light of the Halliday review of sentences, the work of the Social Exclusion Unit, and the Joint Inspectorates' report *Through the Prison Gate*. We will also be developing plans to take forward the Home Secretary's announcement to the Prison Service Conference in February this year about the development of new approach 'community custody centres'. These will enable some individuals to work and develop new skills without severing their existing family ties, employment links and housing. The Home Secretary's detailed plans will be published shortly in the White Paper.

We will continue to improve joint working between prisons and probation and other government departments to provide a co-ordinated approach to case management of offenders through the system and greater involvement of other statutory and non statutory agencies. A practical application of this principle will be the continued development of a fully computerised joint Prison and Probation Service Offender Assessment System (OASys) which will help to assess the specific risks and needs of offenders and match them to appropriate interventions.

All of these objectives can only be delivered through collaborative work with others in the Home Office, the frontline services – Prison Service, Probation Service and Youth Offending Teams – and their respective Inspectorates. Over the next year we aim to ensure that we work closely with a wide range of other stakeholders including other Government departments, public sector bodies and voluntary organisations to co-ordinate the delivery of our objectives.

### 4.5 The following tables set out our progress against Public Service Agreements and other targets and what we will be doing during the coming year to achieve these targets.

<h1 style="color: white; background-color: #c00000; padding: 10px; margin: 0;">Aim 4</h1>	To deliver effective custodial and community sentences to reduce reoffending and protect the public, through the Prison and Probation Services in partnership with the Youth Justice Board.		
Targets & Objectives PSA & non-PSA	What Have We Done So Far?	What Progress Have We Made?	What Will We Be Doing in 02/03?
<p><b>1. Protecting the public by maintaining a low level of escapes from prisons as measured as a proportion of the average prison population</b></p>	<p>No category A escapes</p> <p>67 total escapes</p> <p>Annualised escape rate for Prisons and Prison Service Escorts of 0.04% compared to target of 0.05%</p>	<p>Maintained the record of preventing Cat A escapes</p> <p>Reduced level of escapes from:-</p> <p>(a) Prisons and prison service escorts</p> <p>(b) Contracted out escorts</p>	<p>Total escapes expressed as a proportion of the average prison population not to exceed 0.05%.</p> <p>Number of escapes from contracted escorts not to exceed 1 per 20,000 prisoners handled. Complete the roll-out of video links to local prisons and the magistrates' courts they serve by Autumn 2002. Upgrade physical/perimeter security at a second tranche of Category C prisons and Young Offender Institutions. Start trials of electronic finger-printing and tagging of prisoners for movement control</p>
<p><b>2. Reducing crime by providing constructive regimes that address offending behaviour in custody and after release</b></p>	<p><b>Prison Service:</b></p> <p>In its aim to reduce re-offending amongst drug misusers, the Prison Service has met its target for the detoxification and rehabilitation of offenders. It has also met its target in reducing the rate of positive results from random mandatory drug testing of prisoners</p> <p>The overall target of educational and vocational qualifications has been exceeded, the basic skills target requires further work. 72,302 including 15,914 basic skills level 2 qualifications have been delivered</p> <p>The overall offending behaviour programmes target has been met but the Sex Offender Treatment Programme element of the target was missed</p> <p><b>Probation Service:</b></p> <p>Since April 1st 2001 12,892 offenders have been placed on accredited Offender behaviour programmes</p>	<p>Working to reduce the rate of reconviction of all offenders</p> <p>Established improved programmes to increase vocational qualifications of all offenders</p> <p>The prison reconviction rate has fallen by one percentage point</p> <p>Introduction of the National Probation Service accredited offender behaviour programmes</p>	<p>Continue to work towards the target of a 5% reduction in the predicted reconviction rate by 2004</p> <p>Working towards 30,000 offenders to have completed accredited programmes in 2003-04</p>

Targets & Objectives PSA & non-PSA	What Have We Done So Far?	What Progress Have We Made?	What Will We Be Doing in 02/03?
	<p><b>Youth Justice Board:</b></p> <p>The current number of hours young people spend in education ranges from 15-27 depending on the establishment</p> <p>All 41 Intensive supervision and surveillance programme (ISSP) schemes are now live, 1000 young people started on the programmes by the end of April 2002</p> <p><b>Dangerous and severely personality disordered (DSPD) persons:</b></p> <p>Target exceeded: reconvictions during 2001/02 on average 9% below comparable rate for patients discharged between 1990 and 1997</p>	<p>National specification for education and training development plans established to increase the proportion of young people held in custody for more than 3 months who achieve Level 2 skills in literacy and numeracy by 5% by 2003-04</p> <p>Begun Youth Justice Board ISSP of Persistent Young Offenders</p> <p>Keep reconvictions for violent and sexual offences of discharged restricted patients below comparable rate for offenders generally</p>	<p>Provision of 30 hours purposeful activity per week for 66% of young people in custody</p> <p>Work towards 2,500 persistent young offenders on ISSP per annum</p> <p>Maintain reconvictions of discharged restricted patients on average 8% below the comparable rate during 2001-02</p>
<p><b>3. To develop new services and powers for those who are dangerous and severely personality disordered across the NHS and Prison Service</b></p>	<p>94 patients/prisoners put through initial DSPD assessment process as part of pilot, by March 2002</p> <p>92 new secure DSPD places</p>	<p>Commenced pilot programmes to evaluate the assessment process. This will allow for the use of new powers, and facilitate access to specialist services once new legislation has been introduced</p> <p>Commenced construction of new secure facilities</p>	<p>Carry out further pilot assessments in order to fully evaluate the process</p> <p>Begin construction work at Frankland to provide 80 new secure places by 2004</p>
<p><b>4. To provide in relation to the prison and Probation Service, an independent national complaints service, including the creation of a joint Prison-Probation Ombudsman</b></p>	<p>In 2001/02 78% of all eligibility decisions were made within ten working days, 30% of investigations were closed within twelve weeks</p>	<p>Created joint Prison and Probation Service Ombudsman with a remit to assess and investigate complaints within clear time targets</p>	<p>75% of eligibility decisions made within ten working days. To close 70% of investigations within twelve weeks</p>

# Aim 5:

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



## 5.1 Introduction and Overview

Drug misuse is socially corrosive. It contributes to family and community breakdown. Drug misuse can lead to educational failure, an inability to hold down a job, long term health problems and a wasted life. It is a significant factor in crimes such as burglary and robbery, which abusers engage in to finance their habit. Drug misuse thus affects many more people than the abuser. That is why public policy to tackle drugs misuse is so vital and tackling drug misuse and the harm it causes is a key government priority. It is one of the most important challenges facing society. The harm caused by drug misuse and the drugs trade affects us all. A study undertaken by the University of York, which is due to be published later this year, estimated that the annual economic and social costs of Class A drug misuse in England and Wales is between £11 and £19 billion.

The Government's Ten Year Strategy: *Tackling Drugs to Build a Better Britain* aims to tackle drug misuse and drug trafficking across a range of programmes from helping young people to resist drug misuse, getting more problem drug users into treatment, tackling crime, locally, nationally and internationally, supporting local communities and breaking the drugs/crime cycle by identifying drug misusing offenders and referring them to treatment. It is closely linked to other key cross-cutting policies from neighbourhood renewal and social inclusion to tackling organised international crime and money laundering.

The public goal of reducing drugs misuse cannot be delivered by a public service in a simple way. Many of the remedies lie in influencing demand and the culture of drugs misuse, which means working with individuals and communities, on the ground to resist the encroachment of drugs culture. The government's approach is to use both blades of the scissors to full effect: we must work on demand to reduce the take up of drugs and also to disrupt the supply of drugs, especially heroin and cocaine.



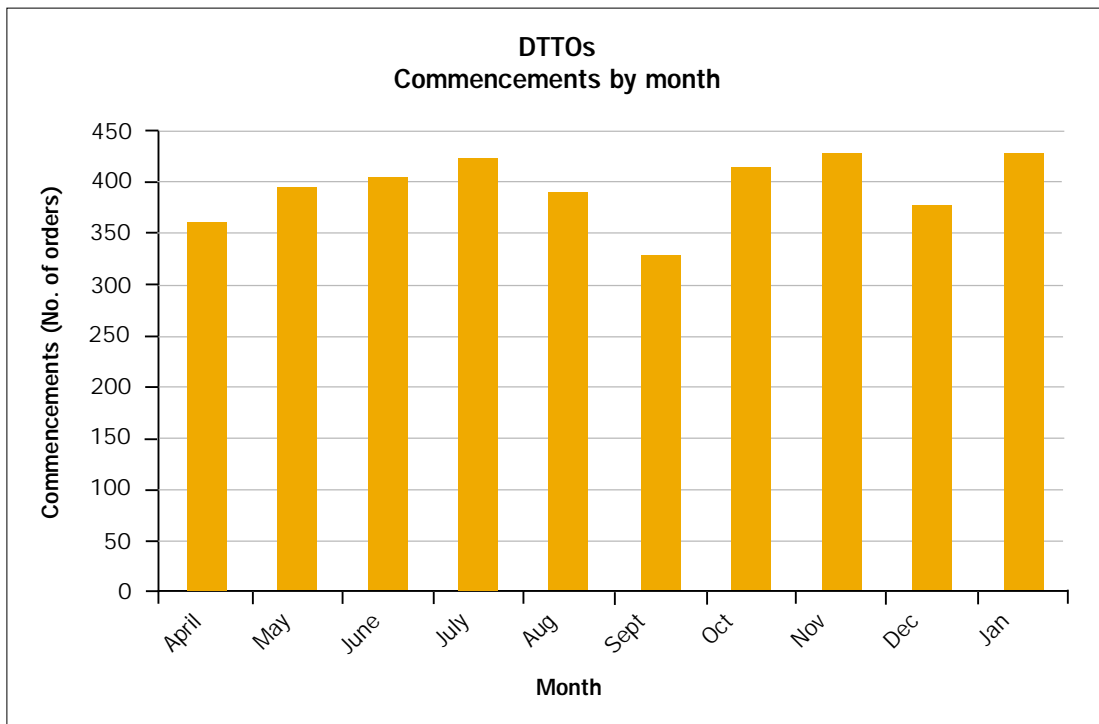
Getting the right balance of effort between and across the various dimensions of the policy is challenging. All drugs cause harm. But we need to strengthen our focus on the areas of greatest harm, especially hard drugs. This is why the Home Secretary announced in October last year that he would consider the reclassification of cannabis from class B to class C as part of a drive to free up police time to concentrate on Class A drugs, which cause the most harm. We must strengthen action against the ruthless traffickers; and at the same time invest in prevention and treatment services for all those who need them. That means doing more to stop young people from getting involved in drug misuse, particularly those known to be most at risk. We have, for example, expanded our Positive Futures programme which uses sport to divert people

from crime and drug use. And it means majoring on treatment; something we know that works. A key development here has been the setting up of the National Treatment Agency to deliver a step change in the provision of treatment services for all. Working with the Department of Health, we have also set up a special team of experts to look at how best to tackle crack and cocaine addiction, we are developing new guidelines on heroin prescribing and we have published an action plan to reduce drug related death.

We have also established a range of interventions designed to identify offenders with drug misuse problems at various points in the criminal justice system, get them into appropriate treatment and break the drugs/crime link. All Police Forces in England and Wales now have arrest referral schemes in place. There has been a steady increase in the number of referrals for treatment from Drug Treatment and Testing Orders, the drug testing provisions of the Criminal Justice and Court Services Act 2000 are being piloted in three areas and every prison in England and Wales has a CARATs (counselling, assessment, referral, advice and through care) drug service. Positive results from mandatory drug tests in prisons has fallen from 24.4% in 1996/97 to 11.6% by March 2002. We are also extending and strengthening these criminal justice interventions in the ten police force areas covered by the Prime Minister's Street Crime Initiative. Treatment has a key role here and we are working closely with the Department of Health on this initiative. For example, the Department of Health announced on 9 May that rapid access to treatment would form part of the street crime initiative, with street crime offenders in the ten police force areas to be offered 24 hour access to drug treatment services should this be appropriate.

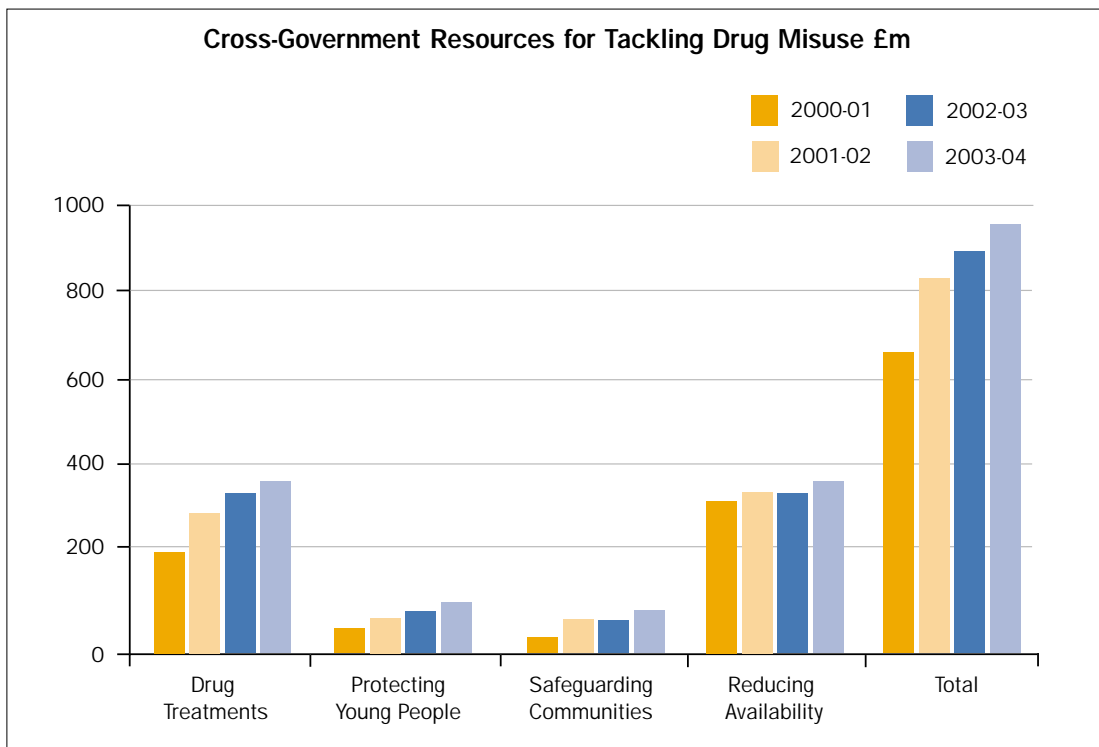
Meanwhile law enforcement and intelligence are working ever more closely together to tackle heroin and cocaine supply to the UK, and to disrupt local drug markets. Some of this effort is reflected in the section of this report covering Home Office Aim 2, where reference is also made to new legislation to attack the profits of crime. This will enable more of the assets recovered from drug traffickers and other organised crime groups to be channelled into responding to the drug problems they helped to create.





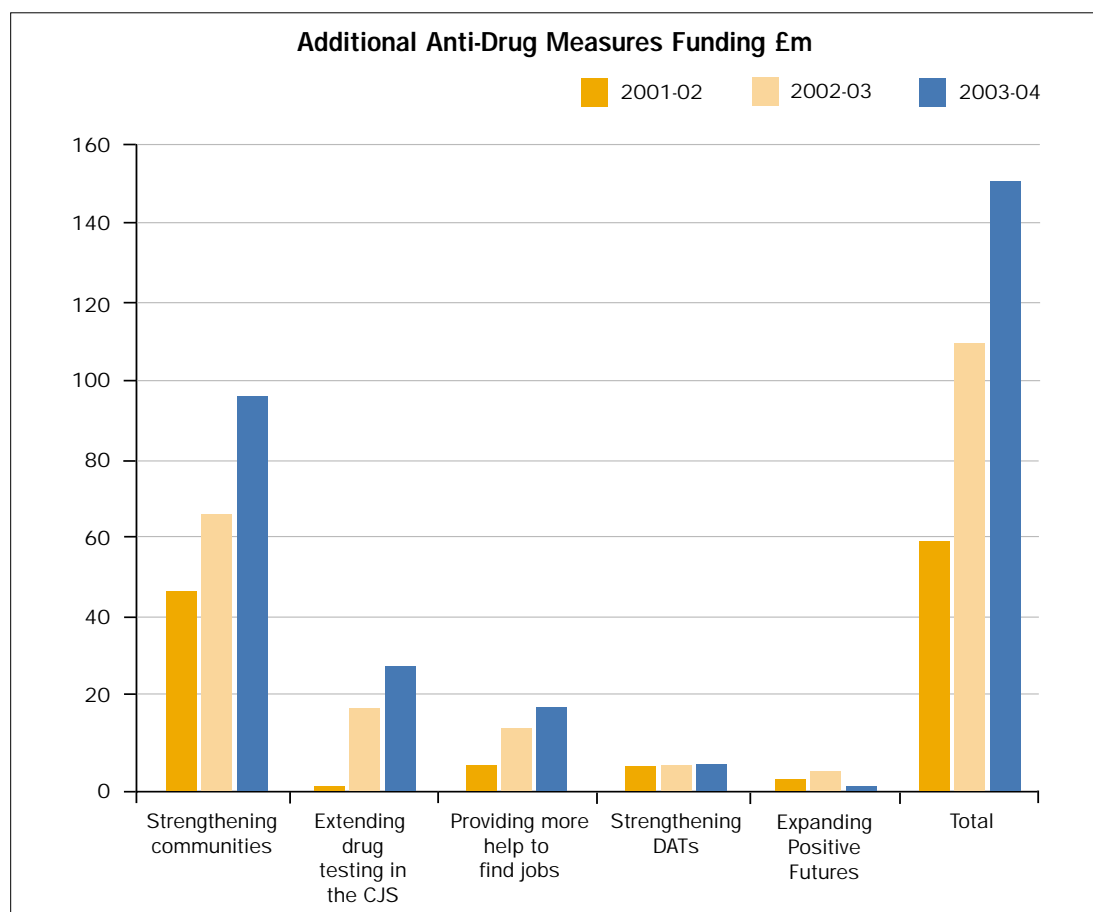
**DRUG STRATEGY: FUNDING**

The Spending Review 2000 allocated the following resources across Government to directly tackling drug misuse (by Aim of the National Anti Drug Strategy)



£m	2001-02	2002-03	2003-04
Strengthening Communities	50	70	100
Extending drug testing in the CJS	0	20	30
Providing more help to find jobs	5	15	20
Strengthening DATs	5	5	5
Expanding Positive Futures	2	3	0
Total	62	113	155

1. The budget settlement in 2001 augmented the resources for anti-drug measures as follows:-



£m	2000-01	2001-02	2002-03	2003-04
Drug Treatment	234	328	377	401
Protecting Young People	63	90	97	120
Safeguarding Communities	45	79	81	95
Reducing Availability	353	373	376	380
Total	695	870	931	996

## 5.2 Key Achievements and Targets

Under the Government's ten-year strategy, *Tackling drugs to build a better Britain*, four key objectives were established, each of which has a key target:

- **Young People:** To help young people to resist drug misuse in order to achieve their full potential in society. **Target:** To reduce the proportion of people under the age of 25 reporting the use of Class A drugs by 25% by 2005 and by 50% by 2008 [HO]
- **Communities:** To protect our communities from drug-related anti-social and criminal behaviour. **Target:** To reduce levels of repeat offending among drug misusing offenders by 25% by 2005 and 50% by 2008 [HO]
- **Treatment:** To enable people with drug problems to overcome them and live healthy and crime-free lives. **Target:** To increase participation of problem drug misusers in drug treatment programmes by 55% by 2004, by 66% by 2005 and by 100% by 2008 [DH]
- **Availability:** To stifle the availability of illegal drugs on our streets. **Target:** To reduce the availability of Class A drugs by 25% by 2005 and by 50% by 2008 [HMCE]

These targets are currently under review to ensure that they continue to have the right balance and focus. Some of our key achievements under each of these objectives and our forward plans are outlined below.

### 5.2.1 Young People

In support of these targets all Drug Action Teams are developing Young People's Substance Misuse plans which will map how services are to be expanded to ensure that by March 2004:

- All young people receive substance misuse education in line with DfES guidance;
- All parents/carers receive information on substance misuse and on local services;
- All young people at risk of drug misuse receive appropriate education, advice, information and support both within and outside the school setting;
- All young people identified as having substance misuse problems receive appropriate care or treatment.

We have also expanded our Positive Futures programme which uses sport to divert people from crime and drug use and launched a communications campaign designed to increase awareness about drugs aimed at young people, their parents and carers.

### 5.2.2 Treatment

The number of problem drug misusers attending treatment services rose 16% from 28,599 in the six months to September 1998, to 33,093 for the six-month period ending September 2000. The latest figures, for the six months up to March 2001, show that numbers continue to rise although at a slower rate.

Working with Department of Health we have established a National Treatment Agency to deliver a step change in the provision of treatment services. Our joint aim is to increase participation of problem drug misusers in drug treatment programmes by 55% by 2004 and improve access to treatment services for all, regardless of their route of referral.

### 5.2.3 Communities and tackling supply

We have established a range of interventions in the criminal justice system designed to identify offenders with drug misuse problems, get them into appropriate treatment and thus break the drugs/crime cycle.

Efforts to reduce the supply of drugs into prisons are bearing fruit. The percentage of positive results from mandatory drug tests in prison has more than halved from 24.4% in 1996/97 to 11.6% by March 2002. The aim is to reduce this further to 10% by 31 March 2003.

We have seen a steady increase in the numbers of prisoners accessing treatment programmes. Every prison in England and Wales has a CARATs (counselling, assessment, referral, advice and through care) service and numbers of prisoners entering CARATs and detoxification programmes are already exceeding our targets set for 2004.

A Concerted Inter-Agency Drug Action (CIDA) group has been established to bring together law enforcement and other agencies in a concerted attack on the drugs trade. Action plans on tackling heroin and cocaine are in place. Tackling the supply of Class A drugs has also been made a key objective for the National Criminal Intelligence Service (NCIS) and the National Crime Squad (NCS). These bodies have a key role in assisting police and communities to reduce the supply of hard drugs and disrupt the drugs/crime cycle.

## 5.3 Strategy

The Government's 10 Year Strategy *Tackling Drugs to Build a Better Britain*, published in 1998 explains how the overall drugs strategy is coordinated. The Home Office works closely with the Department of Health, Department for Education and Skills, HM Customs and Excise and other agencies and voluntary bodies.

The Government invested some £932 million in drugs strategy in 2001/2. Detailed programmes have been set up under each of the following four areas to drive forward the strategy's aims.

### 5.3.1 Young People:

Between 2001 and 2004 we will have provided an extra £152 million to expand prevention and treatment services to ensure that they are available for all young people who need them. Most secondary and primary schools have a drugs policy in place. In addition, the new Connexions Service, as well as providing support and advice on careers, health and other issues for young people aged 13-19, will support young people at risk of drug misuse. The service screens young people at risk and where appropriate refers them to specialist services. By the end of 2003 there should be 47 schemes with a combined budget of £420 million for 2002/3.



57 Positive Futures Projects have been set up as a joint programme with Sport England and the Youth Justice Board. The aim of the programme is to use sport to reduce anti-social behaviour, crime and drug use among 10-16 year olds within local neighbourhoods. Initial results have been very encouraging, showing reductions in criminal activity and truancy. For example, police statistics for the estate which the Barking & Dagenham project serves showed youth offending dropping by 77% compared with the same quarter pre-project; other Positive Futures projects report drops in youth offending statistics ranging from 15% to 70%; in Hull, none of the regular participants have offended since becoming involved. The projects have helped many young people develop as individuals, many going on to take up sport regularly outside PF or obtain coaching qualifications as a result of involvement.

In December 2001 a communications campaign to raise awareness amongst young people, their parents and carers of the dangers of drugs led to a 30% increase in calls to the National Drugs Helpline, including a 10% increase in the volume of calls from young men, the hardest group to reach. New guidance on drugs and clubs was launched in March 2002, "Safer clubbing", which covers the area of safer drug use in club settings and which has been widely welcomed.

### CASE STUDY – NAFAS



NAFAS means in Bengali 'breath of life and freedom'. For the Bangladeshi community of Tower Hamlets, the NAFAS drugs project has provided precisely that in addressing the debilitating effects of drug misuse. The Bangladeshi Drugs project was set up in 1998 to address some of the drug related problems of the Bangladeshi community in London's Tower Hamlets. NAFAS developed a new culturally sensitive model of working with Bangladeshi drug users.

Staffed by professionals from a wide range of backgrounds, the programme provides advice, information, support, counselling and treatment to those with drug misuse problems. Services are available in Bengali and English.

Their drug education workshops have spread to all areas of the Bangladeshi community including schools, youth clubs, women's groups, mosques and community centres. 2752 young people have taken part.

NAFAS also continued their efforts to raise the profile of drug treatment services in Tower Hamlets. Features on both the BBC programme 'East' and digital channel 'Bangla', have helped to expand their outreach programme to thousands of drug users, parents and members of the community each year.

More recently NAFAS initiated the first research into Bangladeshi Female Drug Users in the borough. A designated service aimed at young women who have (or could develop) drug misuse problems has now been established.

NAFAS' latest initiative is Ocean Parents Against Drugs (OPAD). This is a new project being delivered by NAFAS in partnership with the local New Deal for Communities Programme, Ocean. With the aim of raising awareness of drug related issues amongst parents, OPAD has produced a parents drug education video and runs a series of parenting skills courses.

NAFAS was short-listed for 'excellence in community development' in the Muslim News Awards 2001.

### 5.3.2 Treatment

Our approach to treatment works in concert with that on prevention in order to help reduce demand by expanding the provision of high quality services to drug users and to increase their reach and effectiveness. We have established a pooled treatment fund to bring together Department of Health and Home Office resources to best effect. There has been a steady increase in the numbers of problem drug misusers attending treatment services up from 28,599 in the six months to September 1998 to 33,093 for the six month period ending September 2000, an increase of 16% over those two years. The latest available figures for the six month period ending 31 March 2001 showed the upward trend continuing but at a slower rate of 0.4%.

Jointly with the Department of Health we set up the National Treatment Agency (NTA) in October 2001 to support the expansion of drug treatment provision and ensure the delivery of high quality services across the country to all users, whether their referral comes through the criminal justice system or from other agencies in the community. The two Departments are working closely with the NTA to work on key areas, including development of the Action Plan to prevent drug-related deaths, harm minimisation, the treatment of crack cocaine users and heroin prescribing.

Local Drugs Action Teams are developing more effective treatment plans and using the Pooled Treatment funding to cut treatment waiting lists and improve the coverage of drugs services across the country.

### 5.3.3 Breaking the crime-drugs cycle

We have created a series of interventions at points in the criminal justice system, from arrest through to prison, which provide opportunities to break the link between drug misuse and offending:

- Arrest Referral Schemes are partnerships between police, local drug agencies and the Drug Action Teams to identify adult problem drug users at arrest and encourage them to take up appropriate treatment or other programmes of help. All police services in England and Wales now have schemes in place.
- The Drug Treatment and Testing Order (DTTO), a new community based drugs sentence, has been available to courts in England and Wales since October 2000, following three successful eighteen month long pilots. The aim of the DTTO is to reduce drug related offending through effective community sentencing. Under a DTTO a court, with the offender's consent, can require the offender to undergo treatment and regular testing for drug misuse. Uniquely in the law as it applies in England and Wales, the courts have a formal role in the reviewing progress. The reviews are designed both to motivate the offender and give the court confidence that the treatment is being complied with 4835 orders were made between 1 April 2001 and 31 March 2002.
- Three Drug Testing pilots were set up to drug test persons aged 18 and over who have been charged with trigger offences (property crime robbery and/or Class A drug offences) for heroin and crack/cocaine. Powers to test offenders under probation supervision (bail,



community sentence, on license from prison) were made available to courts in the pilots from November 2001. These pilots will be evaluated this year and next, with a full report leading to policy recommendations in early 2004.

- CARATs (Counselling, Assessment, Referral, Advice and Through care) drug services, have been introduced in every prison in England and Wales to meet the non-clinical needs of the great majority of prisoners. Fifty intensive drug treatment programmes meet the needs of prisoners with moderate to severe drug misuse problems and related offending behaviour

Through these measures we aim to identify the links between drugs and criminal behaviour and then break those links.

### 5.3.4 Local communities

Local communities will get more than £200 million over three years to help them tackle drug-related problems through the Communities Against Drugs programme to help develop local treatment and referral services, disrupt local supply and build more resilient communities.

Providing former drugs misusers with training and help to re-enter the labour market is critical to helping them to stay off drugs. The Employment Service has been given additional funds to help them identify and help claimants with a drug problem. In addition £40m will be invested over the next three years to develop work-related courses for drug users leaving treatment.



### 5.3.5 Supply

The Concerted Inter-agency Drug Action (CIDA) group was set up, under the leadership of HM Customs and Excise working closely with the Home Office, Foreign and Commonwealth Office and others, to bring together law enforcement and other agencies in a concerted attack on the drugs trade. Action plans to tackle heroin and cocaine supply are in place. We have had more success in seizing Class A drugs, intercepting drug flows, seizing drugs cash and disrupting drug trafficking groups. The establishment of tackling hard drugs as a key priority for both the NCIS and NCS will build on this success, helping to develop inter-agency working and the sharing of national expertise with local forces.

NCIS is specifically tasked to provide high quality assessments and actionable intelligence, where appropriate, in partnership with other law enforcement agencies, in support of: the inter-agency strategy for reducing the supply of Class A controlled drugs and the government's strategy for combating organised immigration crime (people smuggling and trafficking) which is closely linked with the illegal drugs trade.

Working closely with our international partners, there has been a concerted overseas diplomatic and operational effort on countries involved in the production or trafficking of class A drugs. We have maximised the disruption of drug trafficking by targeting class A drug shipments as close to source as possible. There are more than 60 Drug Liaison Officers in overseas posts. We have also provided both bilateral and multi-lateral drug-related assistance to improve enforcement in countries that are the source or transit routes for drugs.



## 5.4 Developing the Strategy

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In October 2001 the Home Secretary announced that a review would be undertaken to ensure that key public policy remained balanced and credible so as to convey the key messages that all drugs do harm and the need to focus on reducing harm to users and communities. The Home Office is determined to tackle the abuse of all dangerous drugs, including cannabis. However, we also recognise the need to focus more effectively on Class A hard drugs such as heroin and cocaine that cause the most serious harm. Hard drugs must be a top priority because they are destroying 250,000 lives whilst the majority of police time is taken up handling cannabis offences, rather than those involving the most harmful drugs.

Our renewed focus on hard drugs is supported by work to develop the clear message to parents, youth and communities that all drugs do harm and that the government's priority is to reduce that harm. The media campaign was successfully launched in December 2001. A combined strategy of targeting more regional drug traffickers and using the proceeds of crime legislation to allow seizure of their assets will be implemented. At the same time, we will continue to focus on working with partners and agencies to improve the availability and quality of treatment for users, and diverting them from the criminal justice system. For example, as part of the Government's initiative on tackling street crime operating in ten police force areas, the Department of Health announced on 9 May that street crime offenders identified as in being in need will be given 24 hour access to drug treatment services. Of equal importance is our wider effort to expand and enhance treatment provision for all. Further work is underway with the Department of Health to develop more effective treatments for problem drug users, including new guidelines on prescribing heroin and on how to tackle crack/cocaine addiction.

## 5.5 What we have done and will do

The following tables set out our progress against Public Service Agreements and other targets and what we will be doing during the coming year to further meet these targets.



<b>Aim 5</b>			
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.			
Targets & Objectives PSA & non-PSA	What Have We Done So Far?	What Progress Have We Made?	What Will We Be Doing in 02/03?
<p><b>PSA Target:</b> Reduce the proportion of people under the age of 25 reporting the use of Class A drugs by 25% by 2005 and 50% by 2008</p> <p>Target under review</p>	Programmes established (see below) and substantial proactive investment in this aim of the Strategy rising from £63m in 2000/01 to £120m in 2003/04	Overall levels stable but British Crime Survey 2000 shows an increase in cocaine use amongst 16-19 year-olds. British Crime Survey 2001 due Summer 2002	Improving measurement systems and setting new SDA targets for the next spending review period
<p><b>SDA Target:</b> SDA Target: All Drug Action Team (DAT) agencies to have implemented programmes agreed through their local DAT and consistent with national best practice guidance by 2004</p>	Introduced integrated Young People's Substance Misuse Plans	DATs have undertaken an assessment of substance misuse in their areas and are developing Young People's Substance Misuse Plans	Support more effective joint working to deliver treatment and prevention services for young people
<p><b>SDA Target:</b> All Health Authorities, Primary Care Trusts and Social Services Departments will be routinely commissioning (a) primary prevention activity for the general populations; and (b) primary and secondary prevention activity for all young people identified as at risk; in accordance with DH guidelines</p>	This is a DoH led target	By April 2002 all Primary Care Trusts will be involved on the commissioning of prevention for vulnerable young people	Commissioning of prevention activity will get picked up in Young People's Substance Misuse Plans
	Communications Campaign to increase awareness about drugs in the general public and young people in particular, launched December 2001	A 30% increase in the number of calls to the National Drugs Helpline	The next phase of the Communications Campaign
<p><b>SDA Target:</b> 80% of primary schools and 100% of secondary schools to have drugs education policies, in line with DfES guidance and consistent with Drug Action Team (DAT) prevention plans, by 2003. DfES target</p>	Promote delivery of drug education in schools	Most schools now have a drugs education policy in place. 93% of secondary and 75% of primary schools provide drugs education compared with 86% of secondary and 61% of primary schools in 1997 (OFSTED, July 2000)	Continuing with drugs education policy to meet current SDA target. Ensure Education and Health partnerships support schools in developing drug education programmes consistent with Government guidance on best practice, and ensuring all substance misuse treatment is of the highest quality

Targets & Objectives PSA & non-PSA	What Have We Done So Far?	What Progress Have We Made?	What Will We Be Doing in 02/03?
	Established Connexions Service to help identify young people aged 13-19, at risk of drug misuse problems and refer them to specialist services	The first 12 Partnerships began in April 2001 and 3 more in September 2001	19 Partnerships were operating by April 2002 with the remaining 13 due to be up and running by 2003
	57 Positive Futures Projects have been set up as a joint initiative with Sport England and the Youth Justice Board, and ten Football Foundation schemes now established	Initial results show reductions in criminal activity, truancy and improved community awareness	Improve monitoring on all Positive Futures Schemes by implementing new IT system – SIMIS (Sporting Impact Management Information System) Maintaining quality control on project aims and objectives
<p><b>PSA Target:</b> PSA Target: To increase participation of problem drug misusers in drug treatment programmes by 55% by 2004, and by 100% by 2008. [DH]</p> <p>Target under review</p>	<p>Establishment of National Treatment Agency (NTA) to deliver step change in provision of treatment services in England</p> <p>Guidance on Models of Care commissioned to improve standards and reduce variation in the treatment sector</p> <p>Creation of a pooled treatment budget bringing together Home Office and Department of Health resources to best effect</p>	<p>Between 1998 &amp; 2000, there was an average annual increase of 8% putting us on track to achieve a 100% increase by 2008. Latest six monthly figures indicate that the upward trend continues, although at a slower rate</p> <p>Consultation exercise underway and expected to complete summer 2002</p>	<ul style="list-style-type: none"> <li>• NTA to review extent to which additional funding is translating into new services and develop strategy for overcoming barriers to progress</li> <li>• Guidance on best practice on cocaine/crack treatment will be developed by the NTA by December 2002</li> <li>• NTA will update guidance on heroin prescribing by December 2002</li> </ul>
<p><b>SDA Target:</b> At least 30% of GPs to be offering services through a shared care scheme by 31 March 2003.</p>	GP certificate scheme to provide substance misuse training to 400 GPs now extended for second year	A survey being carried out by the Institute of Psychiatry shows that we have already reached the target of 30%	Dept of Health and National Treatment Agency (NTA) are considering ways to further develop GP involvement
<p><b>SDA Target:</b> Reduce levels of drug related death by 20% by 31 March 2004</p>	Baseline for monitoring all drug related deaths and action plan to reduce drug related deaths implemented	Baseline established: 1480 drug related deaths in England 2001/02	Ongoing monitoring of progress and work on setting further milestone targets for achievement by 2006 and 2008 is being developed in consultation with the National Treatment Agency and the Department of Health
<p><b>PSA Target:</b> To reduce the levels of repeat offending amongst drug misusing offenders by 25% by 2005 and 50% by 2008</p> <p>Target under review</p>	Baseline data for measuring this target is being established from arrestees aged over 17 at 16 custody suites in policy forces across England and Wales	Interim baseline of 15% from first 8 sites. Data from all 16 sites has now been collected, is being analysed, and a report is due Summer 2002	Improving measurement systems to better track progress

Targets & Objectives PSA & non-PSA	What Have We Done So Far?	What Progress Have We Made?	What Will We Be Doing in 02/03?
<p><b>SDA Target:</b> Make proactive Arrest Referral Schemes available for all police custody suites by 31 March 2002, and (subject to evaluation of results) maintain thereafter</p>	<p>Established Arrest Referral programme</p>	<p>Estimated 95% coverage by end of February 2002. By Spring 2002 all Police Forces in England and Wales will have schemes</p>	<p>Maintain programme, monitor and evaluate numbers being referred to treatment and scale of reduction in related offending</p>
<p><b>SDA Target:</b> Ensure that the number of referrals to treatment through Drug Treatment and Testing Orders increases to 6,000 approximately in 2001/2 and is maintained thereafter in 2002/3 and 2003/4</p>	<p>Drug Treatment and Testing Orders (DTTOs) have been available to the courts in England and Wales since October 2000</p>	<p>Steady increase in the number of orders made: 4,835 Orders made between 1 April 2001 and 31 March 2002</p>	<p>Ensure that number of referrals to treatment through Drug Treatment and Testing Orders is maintained at 6,000 at least in 2002/3 and 2003/4</p>
<p><b>SDA Target:</b> Run pilots for the drug testing provisions in the Criminal Justice and Court Services Act in three sites from Spring 2001 for 2 years</p>	<p>Established drug testing pilot programme and an accompanying monitoring and evaluation programme</p>	<p>Pilot programme in respect of all the drug testing provisions brought into operation at 3 sites between July and December 2001</p>	<p>Extension of pilot areas to a further 6 sites to enhance evaluation during 2002</p>
<p><b>SDA Target:</b> Increase the number of prisoners entering treatment between 2001-2002 and 2003-2004, in the following categories:</p> <ul style="list-style-type: none"> <li>• CARATs (Counselling, Assessment, Referral, Advice and Through care) service from 20,000 to 25,000 assessments;</li> <li>• Detoxification from 23,000 entrants to 27,000;</li> <li>• Intensive treatment programmes (rehabilitation and therapeutic communities) from 5,000 entrants to 5,700.</li> </ul>	<p>The Prison Service has developed a comprehensive framework of treatment services comprising:</p> <ul style="list-style-type: none"> <li>• Detoxification (available in local and remand prisons);</li> <li>• CARATs (available in all prisons)</li> <li>• Intensive treatment programmes (available in 50 establishments)</li> </ul> <p>Targets have been set for the number of prisoners entering programmes (see first column)</p>	<p>Numbers of prisoners entering CARATs and detoxification are already exceeding the SDA targets set for March 2004. The target for prisoners entering rehabilitation programmes has proved more challenging but, with more programmes opening, the March 2004 target is achievable</p>	<p>Increase the number of prisoners entering treatment to ensure we remain on track to deliver our SDA targets</p>

Targets & Objectives PSA & non-PSA	What Have We Done So Far?	What Progress Have We Made?	What Will We Be Doing in 02/03?
<p><b>PSA Target:</b> To reduce the availability of Class A drugs by 25% by 2005 and by 50% by 2008 (<b>target owned by Customs and Excise</b>)</p> <p>Target under review</p>	<p>Target has proved difficult to measure – under review as part of SR2002 process. However good progress on operational programmes underpinning it</p>	<p>Good operational results (see below)</p>	<p>Implementing refocused target and improved measurement systems</p>
<p>Target under review</p>	<p>Concerted Inter-agency Drug Action (CIDA) group set up and joint agency action plans to combat the supply of heroin and cocaine implemented</p>	<p>Success in seizing Class A drugs, intercepting drug flows, seizing drugs cash and disrupting trafficking groups. A more co-ordinated approach to sharing and use of intelligence across agencies</p>	<p>Working with HMCE and other agencies to agree further targets for next period as part of SR2002 process. Building on the intelligence and operational projects already established and enhancing the capability of CIDA agencies</p>
<p>Through implementation of the Proceeds of Crime legislation, we aim to improve our ability to seize criminal finances</p>	<p>Managing transition from Confiscated Assets Fund to the Recovered Assets Fund (RAF), ensuring that drugs remain a key feature</p>	<p>Bids received and analysed for first round of RAF</p>	<p>Channel RAF funds into successful projects tackling drug misuse</p>
<p><b>SDA target:</b> Remove the spending power of drug traffickers</p>	<p>Increase the total amount of drugs-related assets forfeited or secured from post-conviction confiscation orders</p>	<p>First three quarters of 2001/02 results show increases in drug related cash forfeitures and confiscation orders, and the number of trafficking groups disrupted/dismantled</p>	<p>Make maximum early use of new Proceeds of Crime legislation, including establishing an Assets Recovery Agency. Enhancing joint agency activity against major traffickers and key drug markets</p>
<p><b>SDA target:</b> Increase the proportion of Class A drugs targeted on the UK which is seized</p>	<p>Working with other law enforcement agencies overseas to disrupt drugs movements nearer to source of shipments</p>	<p>1st three quarter 2001/02 results show significant increases in quantities of heroin &amp; cocaine seized</p>	<p>Monitoring the situation in production countries to identify supply changes. Enhancing co-operation with partners in Europe and in key source and transit countries</p>

# Aim 6:

To regulate entry to and settlement in the UK effectively in the interests of sustainable growth and social inclusion.



## 6.1 Introduction and Overview

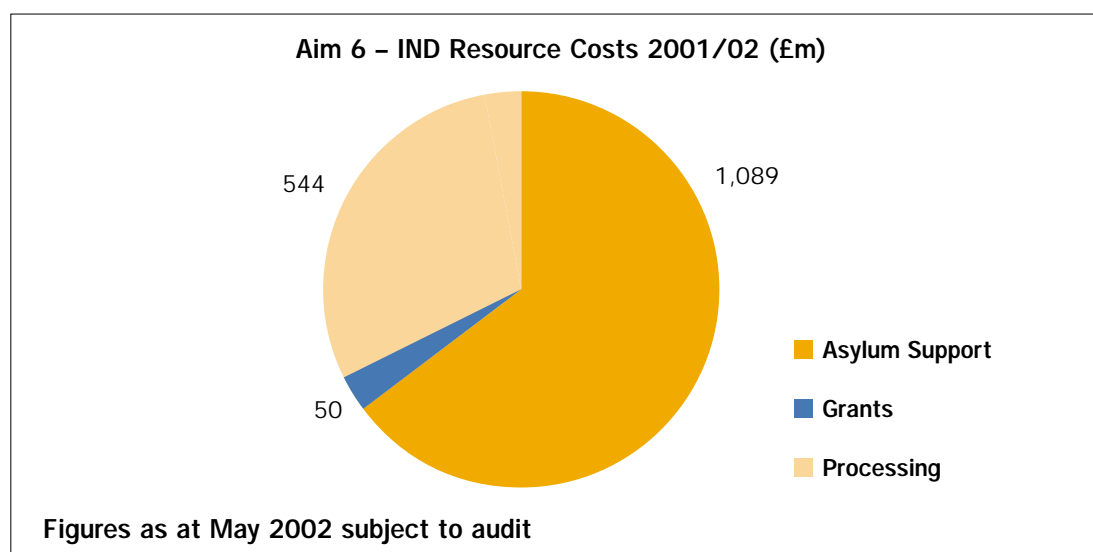
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A nation's borders are essential to its sense of identity and citizenship. We want borders which are secure against threats but which allow for the free trade, travel, exchange and investment which fertilise our economy and culture. The British economy is the destination for the majority of foreign direct investment coming into Europe and we have a long trading history, which has enriched our culture as well as our economy. Openness matters, not just for people coming here, but for the millions who travel from Britain each year for business and pleasure.

As the Immigration and Nationality Directorate (IND) of the Home Office, we have to facilitate the flow of genuine travellers to and from the United Kingdom whilst maintaining the security of our borders and controls. Our approach recognises the need for efficiency and effectiveness and an integrated end-to-end approach to the management of migration and nationality which recognises both the economic and social benefits of legal migration and provides a fair, robust and workable system that inspires trust and confidence in the wider public and those using our services. That approach is set out in the "White Paper Secure Borders, Safe Haven: integration with Diversity in Modern Britain", published in February 2002. The White Paper sets out our proposals to Parliament for improving and streamlining our decision-making processes, making our controls work better, whilst providing new approaches to managing economic migration, the integration of new arrivals and procedures for gaining citizenship. This report sets out our achievements in the past year in all our areas of activities and how we intend to develop our plans in the coming year.

## 6.2 Key Achievements

Our position as a major centre of trade and travel poses immense challenges to us as a service. Between 1990 and 2000 the number of arrivals at UK ports increased from 50 million to 90 million passengers annually. Our recognition of the close relationship between the needs of the economy and migration policy, the need to build systems which help integrate newcomers to our nation and build the ideal of participatory citizenship in civil society led to the publication of the White Paper (and introduction of the Bill to Parliament in April 2002). Practical steps have already been taken to bring different parts of the system closer together and integrate them in an end-to-end process. The Home Office took over responsibility for the issue of work permits in June 2001. The highest ever number of new work permits was issued (104,000) in 2001, significantly more than the 80,000 new permits issued in 2000, with 96% of applications decided in one day. We have also reduced the number of outstanding asylum applications from nearly 90,000 at the end of 2000 to 40,000 at the end of 2001. Provisional figures indicate that 53% of asylum applications were decided within two months in the first nine months (April-December) and that performance continued to improve for the rest of the year. We have also worked to improve the system of asylum support, speeding up the processing of applications for support and ending the controversial voucher system by reinstating cash payments for asylum applicants. We have increased the number of asylum removals to over 11,515<sup>2</sup> and non-asylum removals to more than 6,000 in 2001-02. Refusals of leave to enter at ports during 2001 were 38,616. Applications for British passports were processed in an average of less than 6 days throughout the year.



## 6.3 Strategy and Goals

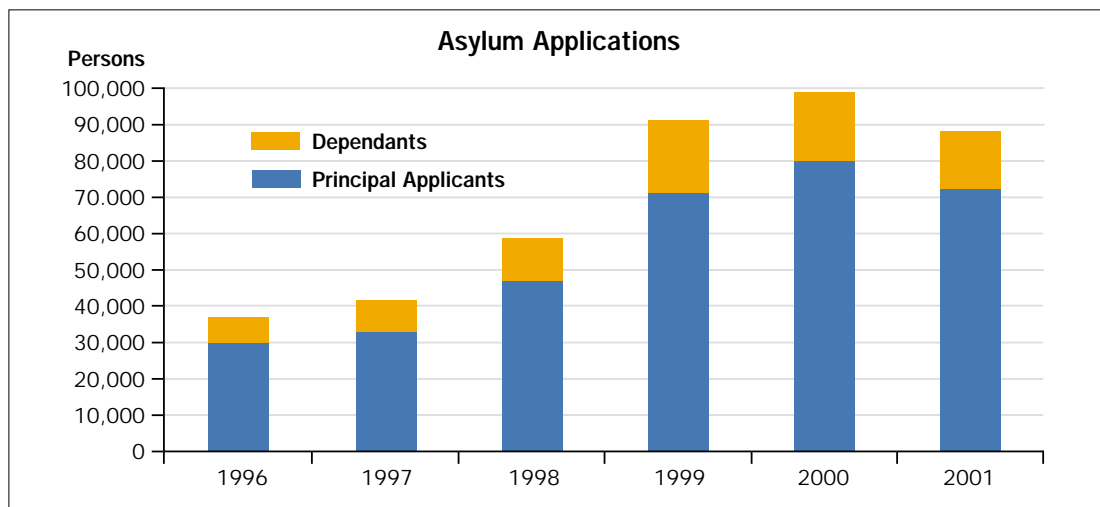
**6.3.1** A great deal of attention is understandably paid to the workings of the asylum system which has to be managed fairly and efficiently as part of our wider goal to manage migration. The main focus for our strategy is to create a fair, efficient, humane and effective asylum process and this is co-ordinated with our other goals to maintain a strong and coherent migration policy which encompasses effective and efficient border controls and after-entry decision processes, as well as continuing to do more to better integrate new citizens and improve our procedures for dealing with applications for British Nationality and Passports. Delivery Teams have been established to help ensure that the PSA targets are met.

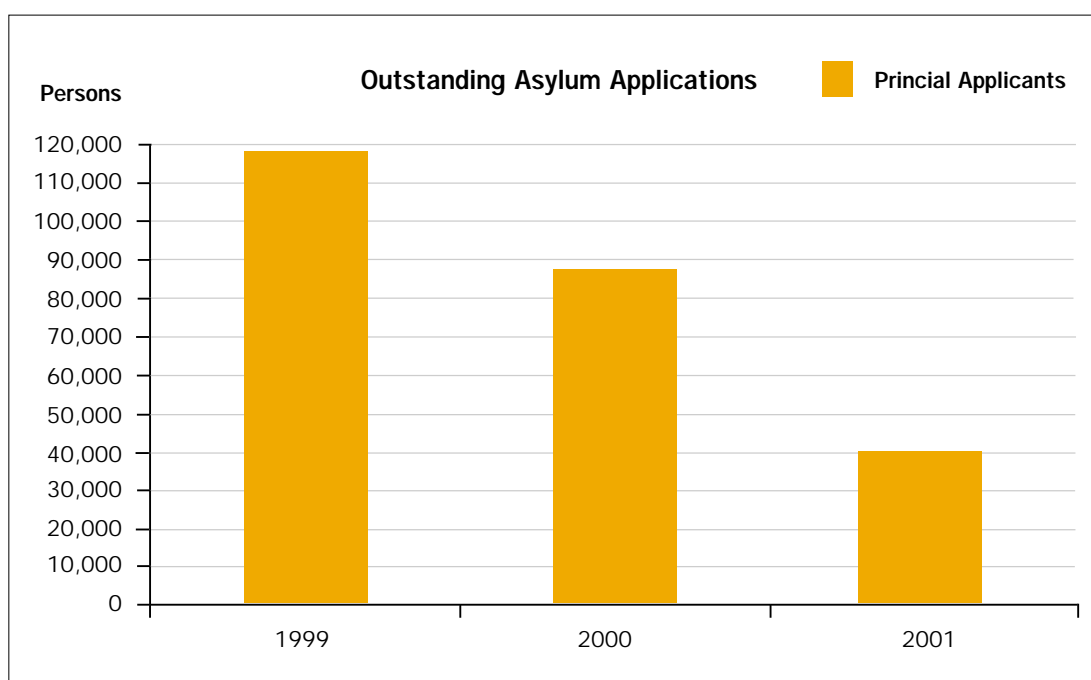
<sup>2</sup> Figure includes both principal applicants and dependants.

### 6.3.2 Speeding-up Asylum Decisions

We have directed additional resources to better manage applications and to reduce the time taken to process decisions. This is in recognition of the fact that a long-drawn out procedure benefits no one except those who seek to exploit the asylum system as a means of avoiding normal immigration control.

We now have more fully trained caseworkers than ever before. This additional resource, combined with a drop in the number of applications in 2001 (see figure 1 below), allowed us both to cut the number of outstanding applications (see figure 2) and to increase the proportion of applicants receiving a decision within two months of application. Our Public Service Agreement (PSA) target for 2001-02 was to increase this to 60% of substantive applications being decided within two months. Provisional figures for the first nine months from April 2001 indicate we had achieved 53%. There has been a substantial improvement in performance in the second half of the year and the final outcome is likely to be on or close to target for the whole year. (It is planned to publish data for the whole financial year at the end of August 2002, subject to completion of data quality checks.) We have put in place measures which will further improve this by placing managers with specific responsibility for the target in our operational offices and opening the Asylum Decision Service Unit to streamline the process further. We are well placed to ensure that we hit our target of 75% of applications having decisions despatched within two months, by 2004. An improvement in the quality of decisions is also reflected in the percentage of asylum decisions upheld before Immigration Appellate Authority. The latest verified figure for performance is 77% of decisions upheld against a year-end target of 85%.





### 6.3.3 Increasing Removals and Detention Accommodation

Whilst improving the asylum decision-making process we have also devoted more resources to ensuring that those refused permission to remain are removed. We increased the numbers of removals of failed asylum seekers to 11,515 in 2001-02 and removals are currently running at near 1000 a month. We have achieved this by instituting better contact management with applicants, using charter flights to overcome bottlenecks where limited scheduled flights exist, establishing new arrest teams and by working internationally to un-block readmission difficulties to home countries. This was combined with increases in detention capacity used for applicants judged most likely to fail to keep in touch whilst their applications are processed. Overall capacity at immigration removal centres had been increased to about 2,800 by early 2002. Although, not all these places were occupied as commissioning arrangements for new removal centres were not complete. The incident at Yarl's Wood on 14 February has temporarily reduced the available accommodation. Haslar and Lindholme had their legal status changed from prisons to removal centres and a third ex-Prison Service establishment was added to the removal centre estate when accommodation at Dover was obtained in replacement for Rochester. This resulted in a gain of more than 100 places. Dover Removal Centre took its first detainees on 30 April 2002.

### 6.3.4 Review of Asylum Support and Dispersal

In the autumn of 2001 a review of the system of dispersing asylum seekers supported by NASS away from London and the South East was undertaken. Meetings were held by IND Managers with public and private sector stakeholders, including local authorities, voluntary sector organisations and accommodation providers. The main concerns identified were the impact dispersal has on local communities; asylum seekers' lack of understanding of the asylum process; the need for consideration of asylum seekers' individual needs and language barriers when considering dispersal; the variable quality and standard of accommodation provided; and inadequate links with local authorities who are poorly informed of the process of dispersal and who is to be dispersed to their area.



The review made a number of recommendations about the future operation of the dispersal system and the organisation of NASS, designed to address these concerns. These included proposals for the replacement of emergency accommodation with a system of induction centres and for the development of NASS's presence in the regions. The first induction centre opened in January 2002. Plans for regionalising a number of NASS's functions are also under development, with a view to their implementation during 2002.

NASS has also continued to work towards its target of increasing the speed with which applications for asylum support are resolved and has considered more than 100,000 applications since April 2000. We have taken account of concern about the voucher system, undertaking a review and drawing-up the plans for replacing it with a cash payment scheme (which was introduced in April 2002).

During the year we also expanded the support services for asylum applicants through the establishment of NASS Outreach Teams. The purpose of these teams is to make home visits to asylum seekers dispersed across the UK, offering them information and advice on their asylum support package. This operational approach not only allows us to stay in touch with applicants and offer greater support but also ties-in with our wish to develop support to help successful applicants better integrate into society once granted asylum or exceptional leave to remain here. We have also managed a Grant programme that supports (at time of writing) 40 programmes which are building an evidence base of what works in encouraging asylum seekers to be more active in sports, education and voluntary activities.

### 6.3.5 International Co-operation in Disrupting People Trafficking

Our work in the United Kingdom is matched by on-going efforts to tackle at source those organised crime gangs that prey upon vulnerable and desperate asylum seekers. These gangs charge enormous sums to would be applicants and transport them across continents, often in dangerous conditions and at considerable risk to life. Once in the country, those who have gained entry clandestinely are at higher risk of exploitation by unscrupulous employers who not only pay low wages but often also ignore basic health and safety requirements, placing law-abiding

employers at an economic disadvantage. There is evidence of links between organised crime and trafficking in young women for employment in prostitution, with threats made against relatives at home if the women do not comply or try to abscond. We work closely with our colleagues on Aim 2 to develop an intelligence-led approach to tracking-down and arresting those involved in such crimes. The Immigration Service is involved with the multi-agency task force, Project Reflex, which is led by the National Crime Squad and which has had some major successes since being set-up in 2000 in tackling smuggling and trafficking networks.



We are also working closely with the European Union, Commission, Presidency and other member states to develop closer co-operation and a more uniform approach to tackling people trafficking. We have also established a network of Immigration Liaison Officers (ILOs) to work with other EU and non-EU governments to encourage and support action to disrupt the activities of criminal gangs and create joint intelligence structures.

### **6.3.6 Effective Border and after-entry controls**

Whilst coping with the ever increasing levels of passenger traffic at our ports we have continued to deliver high levels of service to passengers travelling through our ports. We have continued to work to minimise the delays to bona-fide passengers whilst maintaining the overall effectiveness of the control. The number of passengers found inadmissible on entry in 2001 was 38,612, which remains a very small percentage (0.042%) of overall passenger traffic. We continue to explore methods for developing the effectiveness of controls and this includes the use of pre-screening at ports of embarkation and operating juxtaposed controls on the channel tunnel for example. In addition we continue to reinforce our after entry controls by intelligence-led enforcement removal operations, particularly for removing failed asylum seekers with simultaneous enforcement against illegal working. New arrest teams have been established and we have increased the number of non-asylum offenders removed to more than 6,000 in 2001-02, exceeding the 2001-02 target of 3,600 removals.

### **6.3.7 Developing Alternative Routes for Economic Migration**

The White Paper outlined our need to ensure both that the economy has access to new sources of skills and labour, whilst putting the UK on an equal basis with other countries that already do more to attract highly skilled migrants. We have already introduced the Highly Skilled Migrant Programme, to allow a route for the most talented migrants to come to the UK, and will continue to monitor its effectiveness. At the same time we will liaise with employers to ensure that the Work Permit system operates in a way that helps address skill shortages in given areas. We are reviewing the Working Holidaymaker scheme and how it relates to economic routes of entry to the UK. We are examining its extension to EU candidate countries whilst also looking at how we can promote it more successfully to all Commonwealth countries. We will also consider reform of the Seasonal Agricultural Worker's Scheme and consider the need for other sectoral schemes to address the need for short-term casual labour.

### **6.3.8 Nationality Applications**

We have continued to tackle the backlog of applications and improve levels of service. The length of time taken to reach a decision in nationality cases also fell over the last year from 11.3 months (April 2001) to 10 months (March 2002 – latest data). There is still room for improvement but the service is on an improving trend and the average processing time has been slowed by a necessary focus on older outstanding cases which require more time to resolve. The introduction of fast-track procedures has, however, helped us process over 100,000 decisions in the last year and the average processing time for fast-track cases is 6.5 months.

### 6.3.9 Passport Applications

The United Kingdom Passport Service continued to make major strides in the last year to improve service to its customers. These improvements in delivery resulted in the re-award of the Charter Mark in October 2001. Levels of customer service have been excellent and we achieved our PSA target with average turnaround time for passport applications of fewer than 6 days throughout the year. Customers are now able to choose the level of service they require. We have worked hard to reduce counter waiting times and a new appointments management system has been introduced at all passport offices.



The new London Passport Office at Globe House opened in early 2002. It offers improved facilities for the public and the move was completed with minimal disruption to our service. We will continue to offer customers 24 hour a day, 7 days a week access to our enquiry and online application service, via the call centre and our newly improved web-site ([www.passport.gov.uk](http://www.passport.gov.uk)).

## 6.4 The Year ahead and its challenges

**6.4.1** Our report shows that we have made considerable process in the past year, not least by greatly reducing the backlog of outstanding asylum applications, improving decision times and removing greater numbers of failed asylum seekers than ever before. At the same time we have begun to work to produce greater integration across migration policy in order to ensure that it supports our aim of promoting the government's goals of sustainable growth and social inclusion. There is much more to be achieved in all areas, especially those of creating a more effective asylum process, working to integrate those whose applications for asylum are accepted, and to review and modernise our citizenship procedures.

### 6.4.2 Continuing to Improve the Asylum System

We will continue to focus resources on reducing still further the backlog of outstanding applications and work to build the credibility of the entire system. Further measures will include:

- Working to develop a better integrated system in which asylum seekers are tracked and supported from induction to either integration or removal, including, subject to legislation by Parliament, developing a managed resettlement programme to allow refugees who most need urgent protection to have their application considered abroad and travel here in safety.
- We will continue to develop alternative economic routes for legal migration.
- We will develop enhanced contact management through an expanding network of induction, accommodation, reporting and removal centres and work with other agencies, local authorities and local groups to promote integration of those whose applications are accepted.
- We will continue our Grant support for programmes which seek to engage asylum seekers in sport, education and voluntary activities. A national Integration conference is to be held with stakeholders in June 2002 to examine issues and share best practice.

- We will continue to increase the proportion of substantive asylum applications decided within two months through use of improved case management processes and better information systems.
- We will recruit 200 more Presenting Officers this year to ensure appropriate representation at appeal hearings and to support achievement of our target to improve the number of appealed decisions which are upheld by Adjudicators.
- Introduction of the Application Registration Card to provide more secure evidence of identity and prevent fraud.
- Increased use of biometric technology (iris or facial recognition, fingerprints etc), and x/gamma ray scanners and other equipment to locate and identify those entering illegally.
- Using intelligence more effectively and building co-operation with other agencies and governments to combat organised gangs that are trafficking in people.
- Continue to do all these things while holding down the unit cost of decision-making and provision of support.

### 6.4.3 Managing Detention Places

An extensive programme of work will be needed at Harmondsworth this financial year which will result in about 300 places being out of commission. The detention places available in 2002/3 will be about 1,700 which is a very similar level to the places available throughout most of 2001/02. The 450 temporary overspill places in prison accommodation were cleared in January 2002 and subsequent to the Yar's Wood incident 80 places were made available within the prison estate for individuals who cannot be safely managed within the removal estate. Measures put in place to prevent any recurrence of large scale damage at removal centres include more stringent risk assessment of individual detainees and there are plans for changes to the surviving buildings at Yar's Wood and at Harmondsworth. Future procurement of removal places will be informed by the results of the various inquiries.

### 6.4.4 Continuing to Improve Border Controls and After-entry Controls

We are continuing to improve our passenger handling at Ports, doing more to focus on those who present greatest risk to the integrity of the immigration controls. At the same time we will continue to examine and introduce procedures that facilitate the passage of bona-fide travellers. We will also continue to build our capacity to deal with after-entry casework. In particular we will:

- Use intelligence-led measures to identify and target those carriers and routes with high levels of inadequately documented passengers.
- Where appropriate use pre-screening at the point of embarkation and examine the case for juxtaposed controls.



- Increase staffing of dedicated arrest teams and carry out more targeted enforcement operations to address illegal workers and employers whose activities undermine labour standards and the competitive advantage of law-abiding firms.
- Working with the FCO to streamline entry clearance processes and reduce the number of valid visas cancelled on arrival in the UK.
- Continue to evaluate biometric and other technologies to aid identification of bona-fide frequent travellers and speed their passage through our controls.
- Updating the Immigration Rules to make clearer the basis for refusing entry to war criminals.
- We will recruit 200 more Presenting Officers this year to ensure appropriate representation at appeal hearings and to support achievement of our target to improve the number of appealed decisions which are upheld by Adjudicators.
- The Immigration Appellate Authority is recruiting over 100 new full-time adjudicators, and more than 120 additional part-time adjudicators, to support increased case volumes from November 2002. When these new appointments are in post the total complement of adjudicators will then exceed 630.

Subject to the passing of legislation by Parliament we will also:

- Streamline the appeals system to cut delays and remove barriers to removal of failed applicants.
- Increase the penalty for facilitating illegal entry to 14 years imprisonment.
- Legislate on trafficking for labour and sexual exploitation including a new offence of trafficking for purposes of sexual exploitation.
- Make provision for carriers to check details of passengers at the time they book a ticket before travel.
- Introduce provisions to allow entry to the UK using technology such as iris or facial recognition.
- Introduce a power to revoke indefinite leave to remain in specified circumstances.

#### 6.4.5 Passports, Nationality and Citizenship

We will continue to build on the excellent levels of service offered by the UK Passport Service, aiming to further reduce waiting times at our public counters and developing access to our online information and application services. We will continue to work to reduce the backlog of Nationality applications by introducing a dedicated team to tackle the longest outstanding cases. Subject to the passage of the legislation through Parliament, we will:

- develop proposals for a citizenship ceremony to be held as part of the naturalisation process;
- require applicants for citizenship to demonstrate they have a certain standard of English language; and
- update our ability to deprive people of citizenship in those rare instances where it is appropriate to do so, such as convicted war criminals or terrorists.

**6.5** The following tables set out our progress against Public Service Agreements and other targets and what we will be doing during the coming year to achieve these targets.

# Aim 6

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

Targets & Objectives PSA & non-PSA	What Have We Done So Far?	What Progress Have We Made?	What Will We Be Doing in 02/03?
<p>Increase to 60% the proportion of new substantive asylum applications decided within 2 months (PSA)</p> <p>Increase the proportion of new substantive asylum applications decided and served to 75% within 4 months and 85% within 6 months</p>	<p>Introduction of '2+4' managers to ensure the rapid transfer of asylum applications from ports to asylum caseworkers</p> <p>Opened the first induction centre at Dover (January 2002)</p> <p>Creation of a central Asylum Decision Service Unit to serve all port and illegal entry cases and greatly reduce the time taken for serving</p>	<p>The target covers a full year, starting with applications received in April 2001, so performance cannot be judged properly until August 2002 (for decisions in 2 months). Our performance has improved during the year and, if sustained, the targets can be met. Provisional data indicate performance for April – December 2001 is about half (53%) in two months</p>	<p>Rollout of induction centres, booked interviews, accommodation, reporting and removal centres to help to secure a seamless asylum process</p> <p>Continued improvement of management information systems to ensure accurate recording of asylum applications received, decided and served</p>
<p>Increase the monthly proportion of failed asylum seekers removed to 2,500 removals by March 2003 (PSA)</p>	<p>Removed over 2000 to Kosovo/Albania with substantial cost savings</p> <p>Better liaison with police. 11 Arrest Teams set up to achieve more removals</p> <p>Effective procedures for serving notice on outcome of appeal against asylum refusal</p> <p>Began issuing the electronic Application Registration Card with a very high resistance to fraudulent use. Fingerprint system operational</p>	<p>Over 11,515 failed asylum seekers and their dependants were removed</p>	<p>Improve contact with all asylum seekers</p> <p>Extend the removals programme negotiating readmission and documentation agreements</p> <p>Establish joint intelligence to increase the detection rate of failed asylum seekers</p> <p>Optimise the use of removal centres</p>
<p>Increase detention capacity to 1, 950 detention spaces by March 2003 (SDA)</p>	<p>Increased detention capacity to 1,590 spaces through opening of Harmondsworth, Dungavel and Yarl's Wood in 2001/02</p>	<p>Progress hindered by the incident at Yarl's Wood</p>	<p>Following destruction of half of Yarl's Wood and consequential delays, work remains to progress the procurement programme. Dover Young Offenders Institute was used as additional immigration removal capacity from April 2002</p>

Targets & Objectives PSA & non-PSA	What Have We Done So Far?	What Progress Have We Made?	What Will We Be Doing in 02/03?
Match 60% of inadequately documented passengers to carriers by March 2003 in order to identify carriers presenting the greatest risk to the integrity of the immigration controls	Surveillance teams in operation to respond to intelligence-based trends	New objective for 2002/03	More effective agreements with airlines (advance passenger processing, and “authority to carry”). Explore the use of biometric technology
Provide timely and accurate intelligence, by providing 20 high quality relevant projects leading to the disruption of criminal groups engaged in organised illegal immigration and asylum abuse	Network of Immigration Liaison Officers set up at strategic locations abroad  National tactical and strategic risk assessments produced. Establishment of national intelligence model (NIM)	25 projects leading to the dismantling of organised crime were initiated in 2001/02. 36 risk assessments produced	Implement NIM throughout IND, supported by the development of a national intelligence handling system. Increased use of new technology to identify illegal entrants, e.g. X/Gamma Ray Scanners
Improve the quality and speed of screening by: (i) screening 70% of applicants within 24 hours by March 2003 (ii) concluding 80% of interviews to an acceptable level of certainty by March 2003	Thorough screening procedures introduced, ensuring consistent approach across UK	New objective for 2002/03	Develop Mobile task force with ability to respond at short notice
Increase to 70% the proportion of after entry applicants who are served with an initial decision within 3 weeks (SDA)	Record output levels achieved, but applications also much higher. Output initially affected by introduction of improved management information systems. Resources being redirected towards increasing number of fast track decisions and tackling backlogs	The very high demand and changeover to new IT system led to a shortfall in performance (57% year to date). However as a result of measures taken there is rapid improvement	Refine processes; and ensure effective performance management
Increase to 85% the percentage of appealed asylum decisions upheld by the Immigration Appellate Authority at Adjudicator level	Reviewed training of new Presenting Officers and introduced job consolidation training after 6 months  Offered the opportunity to study for the Certificate in Immigration Law, together with advocacy training for Presenting Officers	77% in 2001/2002	Recruit and train 200 new Presenting Officers to ensure appropriate representation at appeal hearings  Work with decision makers to provide feedback on quality issues
Reduce to 4.5 months (by March 2003) the average time taken to grant citizenship to qualifying applicants	“Fast track” procedures introduced resulted in the decisions of over 100,000 cases during the year	Performance is 10 months (March 2002) because old cases are being processed which increases the average time. Fast track cases are being processed in 6.5 months	Introduce a new team dedicated to eliminate the backlog and then operate fast track processes for all new cases

Targets & Objectives PSA & non-PSA	What Have We Done So Far?	What Progress Have We Made?	What Will We Be Doing in 02/03?
To remove 500 non asylum offenders per month (4000 in 2003/04 SDA)	Enforcement Induction Training for Immigration Officer, and Assistant Immigration Officer grades  Arrest teams set up and officers trained	Over 6,000 non-asylum removals	Increase in staffing levels Targeted enforcement operations { District Prosecution teams} 30 cases to be prepared and delivered to Crown Prosecution Service for prosecution of employers of illegal workers 50 joint visits (with DWP, Inland Revenue, Customs and Excise) to raise awareness of illegal working
Increase to 70% the proportion of applications for asylum support which are resolved within 5 working days by March 2003  Reduce the annual cost of supporting asylum seekers by maintaining the actual cost at £130 (singles) and £280 (families) per week	The National Asylum Support Service has considered over 100,000 applications for support from destitute asylum seekers since April 2000  Worked better with voluntary sector organisations and local authorities to develop the asylum support system	New objective for 2002/03	Replace the current voucher system with a cash only subsistence scheme  Expand the number of induction centres  Increase presence in the regions and the amount of regular contact  Tighter management of asylum support costs through improved forecasting and monitoring system
Secure implementation of action points in the Refugee Integration Strategy for which responsibility falls to the Home Office (i) Manage a grant programme to be completed by 30 September 2002 that will encourage asylum seekers to be active through sports, education and voluntary activity (ii) Publish a strategy document on the initial findings of the National Refugee Integration Forum	The National Refugee Integration Forum established groups leading on key integration areas chaired by experts from outside of central government to advise and guide work in the integration field	40 programmes in place across the country to produce evidence based practice of what works in integration, such as accommodation, employment, education, and community development	A further 40 programmes to be funded  A National Integration Conference to spread good practice and advice



Targets & Objectives PSA & non-PSA	What Have We Done So Far? What key projects/progs, partnerships other actions are in train	What Progress Have We Made? Latest measure against baseline]	What Will We Be Doing in02/03? Including actions (eg moving resources) to get back on track
<p>With the Foreign &amp; Commonwealth Office, deliver an effective and efficient entry clearance operation which achieves the right balance between control and service:</p> <p>(i) 90% of Posts to make a decision within 24 hours on straightforward non-settlement visa applications</p> <p>(ii) 90% of Posts to make a decision within 10 working days on non-settlement applications requiring an interview</p> <p>(iii) 90% of Posts to meet target times for interviewing applicants for settlement visas</p> <p>(iv) The number of valid visas cancelled on arrival with the exception of those who claim asylum not to exceed 0.04% of visas granted</p>	<p>Improved performance monitoring systems</p> <p>Ongoing modernisation programme towards creating a centralised visa database with on-line connection to immigration records</p> <p>Roll out of an improved version of the entry clearance I.T system</p>	<p>90.6% of straightforward applications decided in 24 hours (year to date)</p> <p>52% of applications requiring an interview decided within 10 working days (year to date)</p>	<p>Streamline the entry clearance operation following successful trials</p> <p>Develop our communications strategy-launch of the new website</p> <p>Develop a risk register to manage delivery of business objectives</p>
<p>Take decisions on applications to Work Permits (UK) to agreed quality and time indicators:</p> <p>(i) 90% of complete WP applications decided within 1 day</p> <p>(ii) 90% of complete High Skill Migrant Programme applications decided within 1 week</p> <p>(iii) 90% of complete seasonal applications decided within 1 week</p> <p>(iv) 90% of immigration decisions relating to in-country Work Permit applications decided within 1 week</p>	<p>Carried out a radical overhaul of policy</p> <p>Streamlined application processes and simplified procedures</p> <p>Restructured the organisation to meet business needs</p> <p>Implementation of a reliable and efficient IT system</p>	<p>In February, 97% of fully completed work permit applications were decided within 1 day. Year to date performance is 76%</p>	<p>Maintain high service delivery standards</p> <p>Proposed marketing and promoting of electronic applications should increase the proportion of overall applications received electronically</p> <p>Proposed introduction of charging for work permit consideration leading to a self-financing work permit scheme</p>
<p>Meet turn-around targets for straightforward passport applications:</p> <p>(i) 99.5% of passports issued within 10 working days</p> <p>(ii) 99.91% of premium and fast-track guaranteed service levels met</p>	<p>Improved service delivery resulted in the re-award of the Charter Mark in October 2001</p> <p>Introduced an appointment system in all offices</p>	<p>An average turnaround time for passport applications of under 6 days throughout the year</p>	<p>Reduce counter waiting times</p> <p>Continue to offer customers 24 hour a day, 7 days a week access to our enquiry and online application service, via the call centre and our newly improved web-site</p>

# Aim 7:

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



## 7.1 Introduction and Overview

Aim 7 is fundamental to the Home Office's overall purpose of building a safe, just and tolerant society in which everyone can participate in the communities in which they live. Healthy local communities are vital to a modern, democratic society. Communities and families create the social capital that underpins our freedoms and responsibilities to each other and our vitality and prosperity in a modern economy. In an increasingly knowledge-based economy, skills, creativity and enterprise are vital for economic success, for individuals, the communities of which they are a part and the nation as a whole. Creating and sustaining communities in which people can confidently develop and realise their potential is therefore central to a dynamic, modern economy, in which all households and communities are secure and have a stake.

Active citizenship, a healthy not-for-profit sector, strong families and equality of opportunity help build confident, inclusive communities. In combination with effective local public services, strong communities are able to create the conditions for their own success, for example by becoming more resistant to crime, supporting young people and drawing in and sustaining new groups of migrants who can contribute essential vitality and diversity.

Economic and social policy are increasingly intertwined and that is particularly evident at the local level. Communities in which people are able to learn, to release their talents, invest and in which they can express themselves but also understand and respect their obligations to others, are as central to creating opportunity and sustained prosperity as low inflation and a stable economic environment. That is also true for the development of society and the economy in the long term. Well-functioning communities have a profound and positive effect on the ability of children to develop and on how diversity is

valued and embraced – both of which are key to our social and economic future.

Government policy and funding can help to foster strong communities when they are to work intelligently and imaginatively in partnership with community groups who act as a catalyst for the creation of social capital. Many of the government's priorities can be achieved best by working in partnership with communities at a local level.

Many government departments are involved in the extensive programme of work designed to help to achieve inclusive communities. For example:



- the Department of Culture Media and Sport promotes and sponsors local facilities and community-based activities;
- the Department of Transport Local Government & the Regions manages substantial programmes work in neighbourhood renewal, improving the quality and use of public spaces and in ensuring well-functioning local government;
- the Department for Education and Skills runs and promotes a wide range of local community education initiatives.

The Home Office's responsibility for community policy draws together these key contributions to the development of the social fabric, promoting the skills, capabilities and infrastructure in local communities to develop and to own the activities and facilities which make them stronger. It also involves action to promote social cohesion, supporting communities where the social fabric is under most stress and action to achieve equality of opportunity, regardless of race and ethnicity. The Home Office has a critical role to play in this area, working closely with other Government Departments and a wide range of community and religious groups, voluntary bodies and associations to build partnerships and support community projects which are owned and driven at the local level.

## 7.2 Key Achievements and Targets

Our priorities this year have been to: provide a new statutory framework for race equality; set out a clear programme and framework on community cohesion; put in place a better framework to govern the public sector's interaction with the voluntary sector and community groups; and to work within these structures to develop programmes and provide funding on the ground, helping generate healthy, inclusive communities that will benefit us all.

We allocated £36.4m for current and capital grants for active communities, helping a wide and diverse range of projects and organisations.

- We provided approximately £7 million for a summer and Easter activities programme for young people, and a further £5 million for the Race Equality Unit's Connecting Communities grant programme.
- £19.9m grant-in-aid was allocated to the Commission for Racial Equality.
- Nearly £4 million was spent on grants to voluntary sector organisations to develop over 60 innovative parenting, education and other projects to provide support for parents.
- We provided £682,000 for the National Family and Parenting Institute, a charity set up to work with others in the voluntary sector to promote the well-being of families.
- We provided £1m for Parentline Plus, which operates a national 24 hour, telephone helpline for parents.
- We provided the Community Development Foundation with £0.9 million grant-in-aid.

## 7.3 Strategy

### 7.3.1 Supporting Voluntary and Community Action

Recognising the role of volunteering in developing strong communities and social solidarity, a key target in this area is to make substantial progress towards 1 million more people active in their communities by 2004. Work toward this target includes funding diverse voluntary and community organisations – 125 strategic and project grants of £18 million were agreed and paid in 2001-02, together with 38 mentoring fund project grants of £ 0.7 million in 2001-02 30 capital grants worth £0.5 million, match-funding of £10 million for public sector volunteering projects in 2001-02, and 42 capital modernisation grants worth £8 million. A wide range of national and local organisations were newly grant aided including, for example:

- The National Mentoring Network (£430,000).
- The Active Community Centre in Leicester (£250,000).
- The Kerrier Phoenix capital modernisation project (£150,000) to co-locate and improve access to the local Council for Voluntary Service and Citizens Advice Bureau.
- The Council for Ethnic Minority Voluntary Organisation's Yorks and Humber project (£108,701).
- Mersey Volunteer Bureau (£50,000).
- The Scarman Trust (£50,000).
- Voluntary Action Sheffield (£49,000).
- The Kerrier Pheonix project received a capital modernisation grant that has enabled the co-location in Cambourne of the local Council for Voluntary Service and Citizens Advice Bureau in a refurbished, high profile building with modernised services and extended access for all.

We have also worked with the voluntary sector and local groups on new proposals to rationalise and simplify access to government funding by community groups. This strand of

work will make it easier for small local groups wanting to develop activity in their community to get the support they need from across government.

A healthy ongoing partnership between the Government and the voluntary and community sector is necessary if we are really to make a difference in this area. We have therefore been active in implementation of the Compact on Relations between Government and the Voluntary and Community Sector (see box) and are looking to take forward work on development of local and regional partnerships under the Compact. We have also established the Experience Corps with a payment of £5.5m in 2001/02. It will encourage more people aged 50 and over to remain or become active in their communities – one of the targets for next year is to recruit 110,000 volunteers who will then pass on their skills and experience to help others.

### *The Compact on Relations between Government and the Voluntary and Community Sector in England*

The Compact was published in 1998. Its purpose was to set out agreed principles to govern how Government and the sector work together. It was recognised that a clear framework for engagement had the potential to bring mutual benefits.

The benefits to the sector are:

- greater transparency in dealings with Government;
- a clear set of expectations so that there can be confidence in what to expect from Government;
- a consultation process which allows the sector to influence the policy process and ensure that Government listens to and addresses concerns at an early stage;
- protection of the sector's independence; and
- a consistent approach from Government, particularly in the provision of funding.



The advantages to Government are:

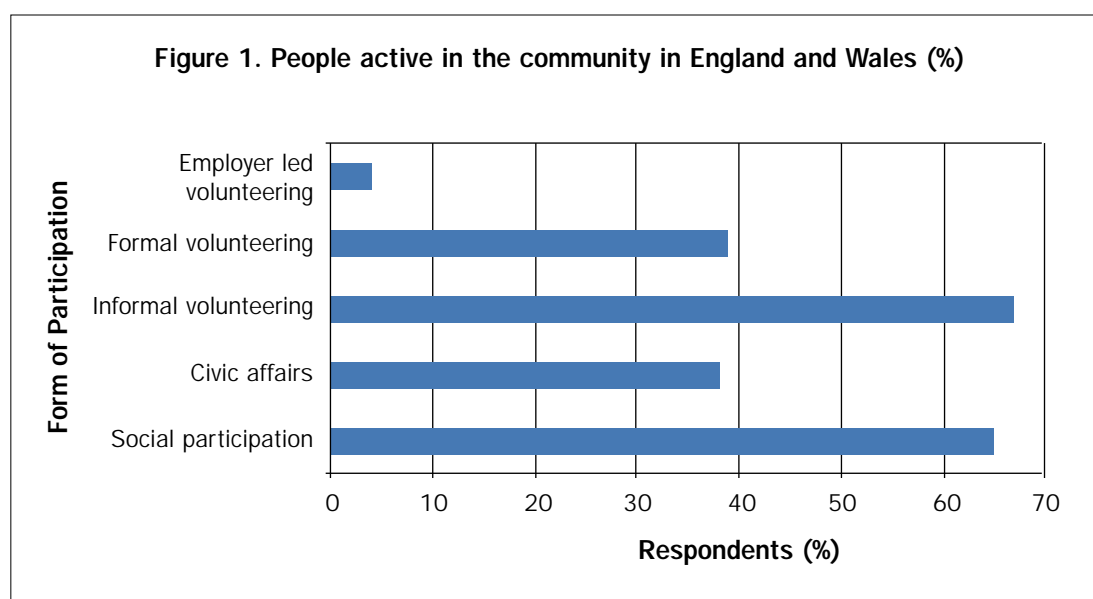
- clear guidance to officials on how to engage with the sector giving a consistent approach across Government;
- the consultation process enables Ministers to hear and respond to views of a wide and diverse sector and so should help produce better quality policy; and
- following guidance on grant funding can ensure that officials are acting in accordance with the principles of good regulation.

The Compact is supported by a number of codes of good practice each of which sets out in more detail different aspects of the Compact. There are currently four codes:

- Black and Minority Ethnic Voluntary and Community Organisations;
- Consultation and Policy Appraisal;
- Funding; and
- Volunteering.

A fifth, on Community Groups, is due to be published in Summer 2002.

Throughout this programme of work we have been seeking to work more intelligently and imaginatively with communities and volunteer groups to start engaging people in their communities, stimulating greater community activity and building stronger, more vibrant communities. Figure 1 below shows estimates of people active in the community in England and Wales taken from the 2001 Home Office Citizenship survey. It shows that 68% of respondents stated that they had participated in informal volunteering and 39% active in formal volunteering.



### 7.3.2 Race Equality

Strong and vibrant communities are open, tolerant and welcome diversity. Securing race equality is therefore vital to building community cohesion and is our key target. We place a particular emphasis on action in the public services, in which central Government has a direct role and responsibility.

We have introduced, and are implementing, the Race Relations (Amendment) Act 2000, which not only widens and strengthens anti-discriminatory provisions, but also places a statutory general duty on a large number of public bodies to promote race equality and good race relations through their work. This is supported by specific measures such as the preparation of a race equality scheme setting out arrangements for meeting the new obligations. This new legislation is a key part of the new framework we are setting in place to help achieve inclusive communities.

Implementation of the Act will be monitored in the annual publication of Race Equality in Public Services. This publication, the second edition of which was published this year, brings together race equality indicators from across Government to monitor progress in improving race equality. The Home Office and its services continued to make progress towards the race equality employment milestone targets set by the Home Secretary in 1999 (see figure 2 below). As at 30 September 2001 (the latest available figures) the core Home Office and Probation Service have exceeded their recruitment targets and all other services showed increases in representation of minority ethnic staff, including numbers in higher grades. This is encouraging as we start working under the new statutory framework, which helps to provide the next steps forward and sets out legal obligations across the public sector.

**CASE STUDY – Home Office Race Equality Scheme**

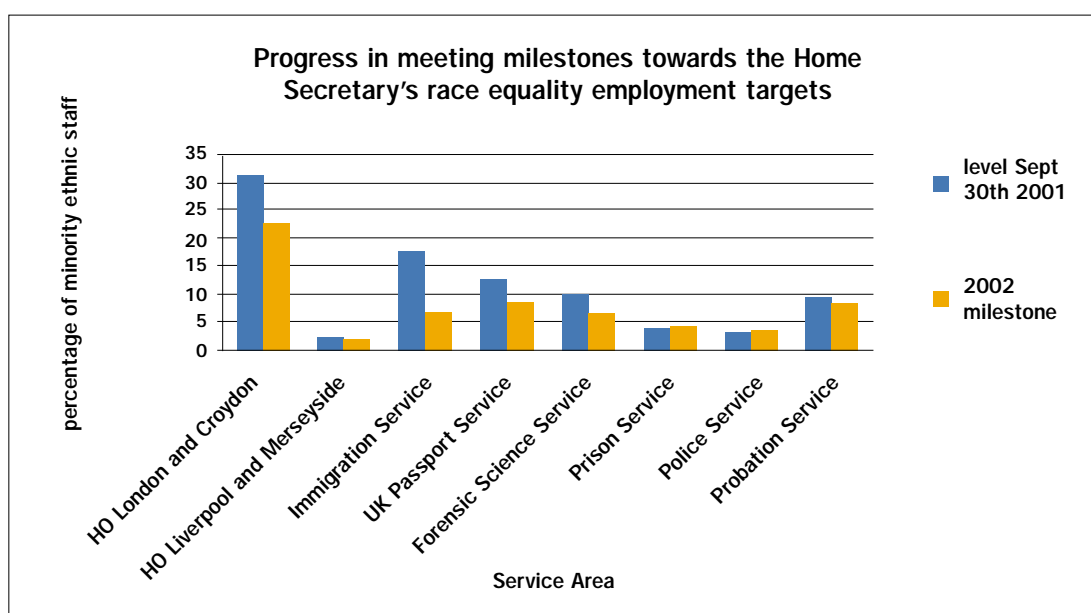
In common with other public bodies, the Home Office has produced a race equality scheme (Published on 25 April 2002), setting out in detail how it intends to meet both the general and specific duties contained in the Race Relations (Amendment) Act 2000, published on 25 April 2002.

The scheme:

- Is flexible so that it will meet the needs and priorities of the Home Office and its constituent parts.
- Takes account of ideas and issues in the CRE codes of Practice.
- Builds upon work already underway to promote race equality.
- Is capable of acting as a framework for similar provisions that might be introduced in the future.
- Builds as far as possible on existing mechanisms and processes.
- Can act as a potential model for other parts of government.
- Recognises that the specific duties impose a number of minimum standards, which we want to exceed.

Reflecting the Home Office's wide remit and the variety of organisations and activity within the Home Office group, our approach is based on a single overarching scheme with component associate schemes for each constituent part of the Home Office Group. The overarching scheme sets out the principles and practices that will apply throughout the Group and its constituent parts (i.e. Prison Service, IND, National Probation Directorate, Forensic Science Service, UK Passports and Records Agency and the Departmental headquarters). Associate schemes for the constituent parts will reflect individual operational practices, needs and priorities.

**The Home Office scheme is intended to be an example of good practice and to go further than the minimum standards, so it encourages monitoring by gender as well as by ethnicity, and provides guidance on various issues, such as complaints, which are not statutory duties.**



### 7.3.3 Addressing community cohesion

In working to build stronger communities, it is clear that we need to understand and respond to the circumstances that gave rise to the civil disturbances last summer. A group of Ministers from across government, supported by a special project team, was formed to establish a better understanding of the underlying causes of the disturbances, and how the Government can help prevent further such events. The report of an independent Review team and the Government's response, which set out a new community cohesion agenda, were published in December last year.

The issues identified in the Reports are wide-ranging and complex. To ensure that the Government can respond effectively, working in partnership with local government and other stakeholders, a number of changes have been made to improve our own expertise and to deepen our connections and dialogue with communities where the social fabric is under greatest stress. A number of changes in the way community cohesion is addressed by central Government include locating responsibility for directing and coordinating activity across Government in a new Home Office team, and an independent Panel, chaired by Ted Cattle<sup>1</sup>, to provide expertise and practical experience of the issues to inform the Government's thinking and action.

Our improved organisation and approach has enabled us to work closely and more effectively with the local authorities and Local Strategic Partnerships in Bradford, Oldham and Burnley on the production of Community Cohesion Action Plans for those towns and districts. We plan to work with local bodies across the country to ensure that community cohesion is integrated into local planning and delivery mechanisms. We are also working in close partnership with a number of local authorities and others to provide Community Facilitators who will help local bodies to develop a longer-term approach to capacity building and conflict resolution.

<sup>1</sup> Ted Cattle is an Associate Director of the Improvement and Development Agency for Local Government, and chaired the Independent Review Team on Community Cohesion which was sponsored by the Home Office; Ted is a former Chief Executive of Nottingham City Council, and has a strong background in Local Government.



### 7.3.4 Families

Support for Families is vital to strong communities: parents need to feel confident and happy about taking their children to and from school and nursery, playing in the park or visiting libraries, seeing friends or running down to the local shop, as communities thrive on these everyday family interactions. The job of parenting is easier and more rewarding in a healthy community in which parents support one another. Communities in turn benefit where families are strong and supported. The Home Office is responsible for co-ordinating family policy across Government and works closely with the Children and Young People's Unit and with other Departments.

Voluntary sector organisations received grants amounting to almost £4 million last year to develop over 60 innovative parenting, education and other projects to provide support for parents. One such project is the Community Education Development Centre's Parentaid project which provides resource directories for schools which teachers can turn to when asked by parents for help with family problems. This project means that teachers are better equipped to deal with parents' requests for help, links are strengthened between schools and local organisations and parents can turn to a familiar source to get support and information.

Last year, we also provided a grant of £682, 000 for the National Family and Parenting Institute (NFPI), a charity set up to work with others in the voluntary sector to promote the well being of families. The NFPI organises national "Parents' Week" during the October half-term and in April 2002 arranged an international conference on adolescence entitled "Parent/Child 2002". We provided £1m for Parentline Plus which operates a national 24 hour telephone helpline for parents that receives around a quarter of a million calls a year from parents and carers.

### 7.3.5 Supporting the bereaved and the wider community

The need for respect and sensitivity is rarely as acute as in the aftermath of a bereavement. The Home Office has oversight of coroner's services in England and Wales. It is our responsibility to ensure effective, sensitive arrangements for the investigation of deaths and the respectful, responsive regulation of burial and cremation services.

As part of this work the Government has established a fundamental independent review of the coroner service. The review – which will also take forward some of the work identified by the Home Office review of death certification which reported last year – will produce its recommendations for the future arrangements for investigating deaths next year. The Government has also published its response to the report on cemeteries by the Environment, Transport and Regional Affairs Select Committee and set up a new Advisory Group to consider changes in burial law and the management of cemeteries.

### 7.3.6 Fostering a humane society in our regulation of animal experimentation

The work of Community Policy Directorate also encompasses efficient and effective regulation of the use of animals for experimental and other scientific purposes. In regulating this work we seek to balance the protection of animals against avoidable suffering and unnecessary use, against the legitimate needs of science and the community.

We therefore implemented the main recommendations of the Prime Minister's Pharmaceutical Industry Competitiveness Task Force on improving efficiency and effectiveness under the Act without compromising animal welfare. This work is essential to ensure that animal welfare is given sufficient priority in the scientific community. We have also, in a report to Ministers, drawn attention to best practice on ethical review processes, which all designated establishments using animals in research are required to establish to promote the necessary culture of care,

apply relevant strategies to replace animal use, minimise the numbers used and refine procedures. We have held a number of awareness raising events to publicise our findings.

## 7.4 Key challenges in the year ahead



Our progress over the last year – which has changed key aspects of our focus and ways of working in order to get results – gives us a solid platform on which to build in the coming year.

Our key aims in 2002-03 will include:

- Taking forward the Government's community cohesion agenda, set out in the report "Building Cohesive Communities", which was published in December last year.
  - Supporting effective implementation of the new duties on public authorities to promote race equality, as set out in the Race Relations (Amendment) Act.
- Developing our programme of support for voluntary and community activity through our Active Community Unit to help build a strong vibrant voluntary sector and to help build community capacity at a local level.

Overall, we will seek to ensure that our policies complement each other and work with those in other government departments and in local, voluntary and community sector organisations, to contribute to the Government's aim of healthy, inclusive communities where people are treated equally and with respect, are equipped with information and support, and pull together to benefit their community as a whole.

### *Building Capacity – What it Means*

Capacity building is often used to describe the process of ensuring that voluntary and community organisations and local communities have the skills, knowledge, structures and resources to realise their full potential.

For voluntary and community organisations engaged in the delivery of services, capacity building can help them to identify needs, plan and deliver services, and monitor provision. It aims both to release existing capacity by removing barriers to involvement, and develop capacity by investing to maximise their distinctive contribution.

Community capacity building focuses on enhancing the ability of local people, community groups and voluntary organisations to take leading and effective roles in the development and regeneration of their neighbourhoods and communities. It involves building skills, knowledge and confidence, so as to empower people and groups, and developing the necessary structures, systems and resources to support this process.

Capacity building can also refer to the process of ensuring that those professionals, practitioners and government officials who through their work engage with communities and voluntary and community organisations have the necessary knowledge and skills to do so effectively.

- 7.5** The following tables set out our progress against Public Service Agreements and other targets and what we will be doing during the coming year to achieve these targets.

## Objectives and Targets

<div style="background-color: #0056b3; color: white; padding: 10px; font-size: 24px; font-weight: bold; display: inline-block;">Aim 7</div>			
To support strong and active communities in which people of all races and backgrounds are valued and participate on equal terms by developing social policy to build a fair, prosperous and cohesive society in which everyone has a stake. To work with other Departments and local government agencies and community groups to regenerate neighbourhoods; to support families; to develop the potential of every individual; to build the confidence and capacity of the whole community to be part of the solution; and to promote good race and community relations, combating prejudice and xenophobia. To promote equal opportunities both within the Home Office and more widely, and to ensure that active citizenship contributes to the enhancement of democracy and the development of civil society.			
Targets & Objectives PSA & non-PSA	What Have We Done So Far?	What Progress Have We Made?	What Will We Be Doing in02/03?
<b>To implement and monitor the Race Relations (Amendment) Act 2000</b>	Race Relations (Amendment) Act commenced on 2 April 2001. Orders extending list of bodies to which general duty applies and imposing specific duties laid on 24th October 2001 and came into force on 3rd December 2001	Overarching Home Office Race Equality Scheme published in April 2002. Demonstrates how the Home Office will meet its new obligations under section 71 of the amended Race Relations Act 1976	Link with “Race Equality in Public Services” – will be used as a vehicle for monitoring implementation of the Act (year on year progress)
<b>Transpose EC Article 13 Race Directive into UK legislation by 19 July 2003</b>	Joint Home Office/DTI consultation exercise on proposals for implementation running until 29th March 2002		Assessment of responses to consultation exercise
<b>To promote race equality, particularly in the provision of public services such as education, health, law and order, housing and local government</b>	<p>Publication of 2nd annual report on progress on 14th November 2001. Report showed progress towards targets in all HO areas</p> <p>Scoping exercise for 2002 milestone evaluation commissioned and completed</p>	<p>Latest increases in representation of minority ethnic staff as of April 2001 (2000 figures in brackets):</p> <ul style="list-style-type: none"> <li>– Core HO (London and Croydon) 28.2% (24%)</li> <li>– Prisons 3.7% (3.2%)</li> <li>– Police 3.1% (3.0%)</li> <li>– Probation 9.8% (9.3%)</li> </ul>	<p>Publication of milestone report in Oct 2002</p> <p>Evaluation of progress and what works in practice</p> <p>Seminar exploring retention and progression</p>
<b>Annual publication of Race Equality in Public Services containing race equality performance indicators in areas across public services</b>	3rd report to be published shortly (pending publication of Section 95 statistics)	Contributions from all departments received and edited, final draft ready for publication	Review of the purpose of the REPS document to enable the publication to more effectively measure performance and implementation of RR(A)A 2000

Targets & Objectives PSA & non-PSA	What Have We Done So Far?	What Progress Have We Made?	What Will We Be Doing in 02/03?
<p><b>To implement the recommendations of the Ministerial reports on Public Order and Community Cohesion, published in December 2001</b></p>	<p>Set up new arrangements within Government to implement and monitor progress through a Programme Board</p> <p>Set up arrangements to monitor progress on the ground in Bradford, Oldham and Burnley</p>	<p>Advisory panel appointed (Ted Cattle to chair)</p> <p>Running an Easter Activities scheme in 9 Northern towns following last summer's scheme</p>	<p>Continue to work with other Government Departments, as well as organisations outside Government, ensuring that community cohesion is mainstreamed in policy making across Government and in local areas</p> <p>Forward work programme being developed including a new initiative for youth leadership</p>
<p><b>To lead a cross government effort to promote civil renewal and constructive partnerships between Government and the voluntary and community sector</b></p>	<p>The Experience Corps (with agreed funding of £19.9 million over three years) has been established, encouraging more people aged 50 and over to remain or become active in their communities</p>	<p>Following initial set up, roll-out of the initiative began in November 2001, with payment of £5.5 million, and recruitment of volunteers has started</p>	<p>Monitoring progress of Experience Corps and ensuring it reaches its 2002/03 targets (including recruitment of 110,000 volunteers)</p>
<p><b>The PSA target is to make significant progress towards 1 million more people being actively involved in their communities by March 2004</b></p>	<p>Grants have been provided to various voluntary and community organisations with ACU ensuring that resources are used effectively to meet overall objectives and taking account of relevant reviews</p>	<p>Match funding of £41 million agreed for round 1 of public sector volunteering project and paid to 24 projects across government departments</p> <p>Annual grants of £18 million for 2001-02 agreed and paid</p> <p>38 mentoring fund project grants worth £3.5 million over three years and 30 capital grants worth £0.5 million agreed and payments underway</p> <p>Capital modernisation grant of £8 million for 2001-02 agreed and payments underway</p> <p>Applications to annual grants 2002-03 (the Time Limited Development Fund) worth £13.5 million over three years being assessed</p>	<p>Finalise and make payments for year 2 of the annual grants 2001-02 and year 2 of the Mentoring Fund project grants</p> <p>Announce outcome of applications to the Time Limited Development Fund and make first payments</p>
	<p>Launched BME and Volunteering Codes of Good Practice (February &amp; October)</p> <p>Action Plan agreed for 2001-02 to implement the Compact across the public Sector and Government</p>	<p>Implemented priority Action Points from 2001-2 Action Plan</p>	<p>Take forward work on development of Local and Regional partnerships under the Compact, working with relevant government departments and agencies to deliver</p>

Targets & Objectives PSA & non-PSA	What Have We Done So Far?	What Progress Have We Made?	What Will We Be Doing in 02/03?
	<p>With cross-government support, developed proposals to rationalise and streamline access to government funding by community groups</p>	<p>Consultation exercise carried out from May-July 2001. Action Plan drawn up to rationalise the delivery of government small grants programmes in England</p>	<p>Implementation of a detailed action plan to make it easier for community groups and others to get the support they need from across government</p> <p>Establish a pilot Government Funding website providing access to information on government grants to the voluntary and community sector offered by Home Office, DTLR, DfES and DoH</p> <p>Develop a voluntary and community sector portal providing a comprehensive online source for all information relating to grants that are available from Government and to provide other practical information relevant to the sector and to facilitate access to grants through electronic application and grant administration processes</p>
<p><b>To support the development of strong and stable families</b></p> <p>Improved parenting skills will help underpin a wide range of long term government targets (e.g. reducing crime, the fear of crime and improving outcomes for children)</p>	<p>Delivered the Family Support Grant (£5.6 million) to voluntary sector organisations for over 60 innovative parenting, education and other projects to support parents. Also to support the work of the National Family and Parenting Institute, a charity set up to promote the well-being of families, and Parentline Plus which operates the national helpline for parents</p>	<p>2001 Home Office citizenship survey found that 75% of parents were satisfied with the amount and quality of advice and information on parenting. This is an interim measure – the ultimate aim is to help strengthen families and so help build stronger communities, thus improving outcomes for children and protecting against crime and other antisocial behaviour</p>	<p>Publish Family Support Grant criteria [Summer 2002] and announce award of grants for 2003-2004 [Winter 2002/03]</p> <p>Develop and publish during 2002-2003 a national framework for the delivery of support at a local level for parents and families</p>

Targets & Objectives PSA & non-PSA	What Have We Done So Far?	What Progress Have We Made?	What Will We Be Doing in 02/03?
<p>To support the bereaved, and the interests of the wider community, through effective, sensitive, arrangements for the investigation of deaths and the respectful, responsive, regulation of burial and cremation services</p> <p>Our aims are to:</p> <ul style="list-style-type: none"> <li>- increase public confidence and satisfaction by the bereaved in the arrangements for the investigation of deaths</li> <li>- reduce the number of recorded complaints about the management of cemeteries</li> <li>- achieve consensus approval to proposals for changes in burial law</li> </ul>	<p>We have set up an independent and fundamental review of the coroner system and death certification arrangements</p> <p>We have commissioned research into the current management of a small sample of cemeteries</p> <p>We have set up a new advisory group on cemeteries, which met for the first time in December 2001</p>	<p>The Review is well underway and is undertaking research, assessing existing practice and procedures and seeking a wide range of customer and practitioner views</p> <p>The report has been received and is under consideration</p> <p>Draft public consultation documents in preparation</p>	<p>We shall continue to monitor progress through regular meetings with the chairman. The report is expected around the end of 2002 and will be considered early in 2003 and advice submitted to Ministers</p> <p>Decisions will be taken on the need for further work on the issue of good practice advice and guidance in the light of the report</p> <p>Consultation documents to be issued in the summer; issues to be considered by advisory group throughout the year; and a report on progress to Ministers by end of 2002</p>
<p><b>To foster a caring and humane society by providing efficient and effective regulation of the use of animals for experimental and other scientific purposes, properly balancing the protection of animals against avoidable suffering and unnecessary use and the legitimate needs of science and the community</b></p> <p><b>Supporting objective A</b> To assess and process applications for authorities under the Animals (Scientific Procedures) Act 1986 as efficiently as possible.</p> <p><b>Targets</b> To process at least 85% of applications for project licences within 35 working days in the Home Office</p>	<p>Improved the arrangements for handling licence applications and strengthened the Inspectorate</p>	<p>This is a new target that has not previously been monitored</p>	<p>Monthly reports to monitor performance against the target, and will follow up cases that are taking longer</p>

Targets & Objectives PSA & non-PSA	What Have We Done So Far?	What Progress Have We Made?	What Will We Be Doing in 02/03?
<p>To ensure that no licensing decisions are overturned on appeal or by judicial review</p> <p><b>Supporting objective B</b> To monitor compliance with authorities granted under the Animals (Scientific Procedures) Act 1986</p> <p><b>Targets</b> To carry out 1900 visits of inspection</p> <p>To achieve 5650 contact hours during visits of inspection</p> <p>To make a minimum of 66% of visits 'without notice'</p> <p>To report findings of all visits within 20 working days</p>	<p>We have applied rigorous standards to the consideration of applications</p> <p>We have appointed 3 additional inspectors in 2001/2002</p>	<p>No decisions were overturned in 2001/2002</p> <p>On target</p> <p>On target</p> <p>On target</p> <p>On target</p>	<p>We shall work to maintain this level of performance</p> <p>We will appoint a further 3 inspectors in 2002/2003</p>
<p>To consult the general public and interest groups on whether an entitlement card scheme should be introduced and decide on the basis of a consultation whether to proceed with a scheme</p>	<p>Set up a small unit to run the consultation exercise</p> <p>Established consultation arrangements across Whitehall and with key industry groups</p> <p>Established arrangements for DVLA and UKPS to work together on designing a scheme</p>	<p>Announcement on 5/2/02 that a consultation exercise would begin in the late Spring/early Summer</p> <p>Held wide discussions across Government and key industry groups</p> <p>Updated research on card schemes in other countries</p>	<p>On track to publish consultation paper in the Summer</p>



section **four**



## Supporting Delivery In The Home Office

# 4

Building a safe, just and tolerant society

## 1.0 INTRODUCTION

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Delivering the Home Office's aims and objectives continues to place great demands on all staff. Effective systems for policy making, planning, resource allocation, performance management, personnel management and communication, and the provision of suitable accommodation and IT are essential.

In the last year, the management structure of the Home Office has been streamlined to improve its effectiveness. In June 2001, the Permanent Secretary reorganised the Home Office Management Board, forming a smaller Group Executive Board (GEB) which has met monthly since July 2002. The establishment of GEB, with the Home Office Investment Board and Audit Committee reporting to it, reflects the Home Office's commitment to the Whitehall-wide drive to establish sound systems of internal control and for reviewing their effectiveness, in line with the recommendations of the Turnbull Report. The GEB has responsibility for leading the Home Office Group including its Agencies, to ensure that it delivers on the aims set by Ministers, builds its capability for the future and maintains high standards of propriety.

A new post, the Director General Resources and Performance, has been created to bring together the corporate functions in the Home Office.

GEB Membership comprises:

- The Permanent Secretary (Chair)
- Director General of Resources & Performance
- Five Aim Owners
- Director General, Prison Service
- Director General, National Probation Service
- Three non-Executive Directors (since March 2002) Derrick Anderson, Patrick Carter and Denise Kingsmill CBE.

The Departmental Executive Board (DEB) manages the core (non-Agency) Home Office. The DEB and other Departmental Boards (in IND, National Probation Directorate, Forensic Science Service and the Prison Service) support the GEB in implementing the Group's aims and monitoring performance and delivery.

## 2.0 BETTER POLICY MAKING

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### 2.1 Developing Policy and Using Evidence

Evidence-based policy development is an increasingly complex discipline to ensure that the resources allocated to the Home Office are used properly through an effective, well-thought out and planned programme to achieve its Aims. Home Office guidance and training aim to ensure that our policies are effective in delivering the outcomes that matter to the public, offer value for money, and are relevant and effective in a wide range of communities across the country.

Our policy development needs to reflect the skills and experiences of people at the sharp end, in communities and in the frontline of public service delivery. A comprehensive policy maker's checklist is available for staff, providing guidance on good policy making. In the year ahead, the checklist will be revised and updated.

The **Research, Development and Statistics Directorate** supports all areas of Home Office work, including the publication of National Statistics and research, some carried out internally and some commissioned from universities or other research providers.

### RDS objectives are:

1. to improve policy making and decision taking and to help deliver Home Office policies successfully; and
2. to provide Parliament and the public with the information necessary for informed debate about Home Office policies and their implementation.

### The following areas of activity support these objectives:

**Measurement and interpretation** of targets, modelling and future projections to support the performance management across the Home Office.

**Analysis of causes and effects** to aid policy and its implementation.

**Research and evaluation** to guide best practice and to support implementation of policy initiatives and operational practice.

**Analysis** of efficiency and effectiveness.

**Knowledge management** to inform the Home Office about research and development within and outside the Department.

2.2 During 2001/2, a range of key work was undertaken in direct support of Home Office Aims.

### Aim 1 – To reduce crime and the fear of crime

- The 'Review of Information on Homicide' was completed (available on the National Statistics website). Work started on implementing the 'Review of Crime Statistics', published last year.
- Evaluations of all the initiatives in the Crime Reduction Programme have been put in place and the first 'impact' report has been produced.
- The EU Crime Prevention Network and the HOPPOKRATES programme for EU co-operation and research into criminal justice were set up.
- Research on the activity of beat police officers and on flexible working practices in the police service to improve the overall effectiveness of the police service was published.
- Report on mobile phone robberies, describing the nature and extent of the problem and possible solutions, was published.

## **Aim 2 – To reduce organised and international crime and to combat terrorism and other threats to national security**

- Baseline data for the organised crime PSA was produced in collaboration with NCIS.
- The final Falcone report on organised crime ‘good practice’ was produced at a Europol workshop.

## **Aim 3 – To ensure the effective delivery of justice**

- Reviews of Sentencing Information, Motoring Statistics and of the Administration of Justice Statistics were set up, and put out for consultation on the National Statistics website.
- Halliday Report, and changes to court procedures proposed by the Auld Review has been completed. A monthly attrition monitoring information system was also developed.
- Information on arrests & PACE statistics was published as a statistical bulletin.
- A review of the roll-out of Narey measures to reduce delay was completed and a large-scale pilot of restorative justice to provide a robust measure of the effectiveness of this intervention was launched. A prototype sentencing information system was developed and piloted in magistrates’ courts.

## **Aim 4 – To deliver effective custodial and community sentences to reduce re-offending and protect the public**

- A report on the death of offenders in and out of prison and a number of projects examining resettlement issues were completed, along with work on the quality and cost of healthcare within prisons.
- Combined prison and community penalty reconviction rates for 1998 were produced as the main performance indicators.
- The joint Accreditation Panel continues to develop to ensure that offender treatment programmes are based on sound evidence.

## **Aim 5 – To reduce the availability and abuse of dangerous drugs**

- Extensive research advice was provided on the review of the Government’s drug strategy.
- Research reports were published on drug misuse, sizing the UK market for illicit drugs, drug use and offending and middle market drug distribution. Studies were completed of drug outreach work by Youth Offending Teams and of ethnic minorities and drug treatment services. Good progress was made with the evaluation of drugs testing in the Criminal Justice System.
- New research was initiated to evaluate police drugs work, to estimate the extent of problem drug use in the UK, drug misuse among vulnerable groups and a research strategy was established to support the Communities Against Drugs Programme.

### **Aim 6 – To regulate entry to and settlement in the United Kingdom in the interests of sustainable growth and social inclusion**

- There have been significant improvements in the coverage, reliability, methodology and transparency of the published asylum statistics by changing from monthly to quarterly publication. Interim data was also published on progress against PSA targets on the speed of decision making and on removals of asylum seekers.
- Three regular annual reports on Immigration Statistics were produced along with statistics on the number of failed asylum seekers removed plus new, quality-assured statistics on detention.
- New research was developed on asylum policy and practice and illegal residence, refugee integration and on asylum support. Research on the voucher system was published. The research report “The Migrant Population in the UK: Fiscal Effects” was published and a presentation was made to the OECD on the economic and social impacts of migration.

### **Aim 7 – To support strong and active communities in which people of all races and backgrounds are valued and participate on equal terms**

- A series of separate research projects on voluntary and community activity were completed, and a main report on central government funding of voluntary organisations produced. Reports on Racially Aggravated Offences and Training in Racism Awareness and Valuing Cultural Diversity were produced. A briefing paper on the international position on race equality was made available.
- The fieldwork for the Home Office Citizenship Survey was completed and the initial performance indicators were produced.

In the coming year the research and statistics work will be reorganised to ensure that its ability to support the overall objectives of the Home Office as effectively as possible is improved. That will involve more structured processes to decide the long-term strategic evidence needs to inform future policy development, and more use of research and statistical expertise in developing and effectively delivering new policies.

**2.3** The **Strategic Policy Team** supports the development of Home Office strategy by assessing the implications of changes to British society and undertaking specific policy reviews. During the last year it has undertaken a range of reviews, including one of people trafficking that catalysed improved co-ordination of relevant policy across government Departments. Its recommendations, reflected in the ‘Secure Borders, Safe Haven’ White Paper and the Nationality, Immigration and Asylum Bill currently before Parliament, included strengthening and rationalising the law; better dealing with genuine victims of exploitative trafficking; cracking down on illegal working; and improving cross-government work on prevention in source countries. Their review of anti-social behaviour proposed new Interim and County Court-granted Anti-Social Behaviour orders (ASBOs) – these recommendations are included in the Police Reform Bill currently before Parliament. They also recommended expansion of the use of Acceptable Behaviour Contracts and a thorough endorsement of the use of Neighbourhood Wardens and the extended policy family that are reflected in the Police Reform White Paper’s proposals for Community Support Officers.

A review of measures that might contain the prison population, whilst effectively punishing offenders, is informing current work to address the prison population.

The Strategic Policy Team led the Home Office input on the Spending Review cross cutting review on children at risk and worked with the Active Communities Unit on the cross cutting review on the voluntary sector, as a public service delivery partner. They have helped take forward the Home Secretary's themes of civil renewal and neighbourhood renewal, ensuring that these messages are underpinning all Home Office activity where appropriate.

## 2.4 Better regulation and enforcement

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

Eight regulatory impact assessments were undertaken during 2001, covering a variety of issues, from police powers to close disorderly licensed premises to the Proceeds of Crime Bill.

The Home Office supports the principle of the Cabinet Office Enforcement Concordat as a means of promoting common standards among enforcement bodies and helping business and others comply with regulations. Home Office Drugs Branch, the Commission for Racial Equality, the Animals (Scientific Procedures) Inspectorate and the Animal Procedures and Coroners' Unit are signed up to the Concordat.

## 3.0 IMPROVING DELIVERY

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3.1 2001-02 saw a substantial ramping-up of effort to improve the delivery of Home Office objectives. That is reflected in the chapters setting out progress against our Aims. It has also had implications for our organisation and ways of working across the Group.

### 3.2 Organising to Deliver

As well as appointing the new Director General Resources and Performance, the Permanent Secretary created a new central unit – **Performance, Delivery and Strategy (PDS)** – to improve the focus on, and approach to, delivery and to help to bring about a step-change in performance by bringing together various elements from existing teams. It works across the Department in a challenge and support role to help delivery of the Public Service Agreement and Delivery Contracts, to ensure that the Group Executive Board is kept fully informed of progress.

### 3.3 Planning for Delivery

We have been working with the Prime Minister's Delivery Unit further to improve performance across a range of critical areas – areas such as tackling crime and drug abuse which have a real impact upon people's lives. Performance against key milestones is being regularly reviewed by the Permanent Secretary and with the Delivery Unit.

The programme has enabled the Home Office to target resources where they are most needed, as well as to highlight the challenges to be overcome if we are to be successful. Over the next year we will be strengthening and refining our delivery planning process and rolling it out, where appropriate, to other areas of the Home Office.

Delivery planning has also been improved through developments in management support, including the balanced scorecard and peer review. A balanced scorecard has been designed that brings together internal measures of the department's health, such as financial management and staff development, with external measures, such as PSAs. That will enable management to focus on, and take appropriate action, in those areas that are critical for it to meet its commitments.

We will further develop and refine the balanced scorecard to meet the needs of the different Home Office Boards, taking into account the results of a reciprocal Peer Review with the Ministry of Defence.

Following the review we are also looking to develop our long- and medium-term strategic planning capability and will continue to work with the MoD on building and streamlining an integrated planning system. That will support reporting on progress towards targets, policy and project milestones, and risks in order to deliver our Public Service Agreements. We will also continue to learn from the development of the European Foundation for Quality Management methodology in Probation, Forensic Science Service and in other Government Departments.

## 4.0 RESOURCES AND FINANCIAL MANAGEMENT

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### 4.1 Financial Management

The “Transforming Financial Management” agenda was launched to improve financial management and the production of the resource accounts. New arrangements for internal monitoring of expenditure were supported by improved financial management training for staff at all levels. In the first year of full resource accounting and budgeting (RAB) the Comptroller and Auditor General noted in his report that the Department had made substantial progress in the quality of its resource accounts. Work continues to overcome the remaining weaknesses in our accounting systems.

We are continuing to work with our business partners, Sirius, to develop and implement an industry standard IT system to support the finance business change programme – the Finance Foundation Project. Decisions on that will be taken in the coming year.

### 4.2 Audit and Assurance

At the beginning of 2001/02, the Home Office Audit Committee was reconstituted to reflect developments in corporate governance, risk and assurance. Following the publication of the Sharman Report during 2001/02, and further development of Best Practice, the Terms of Reference for this Committee will again be revisited in 2002/03.

The Home Office continues to develop its Assurance reporting processes by not only relying on the work of the Home Office Audit & Assurance Unit, but also requiring Home Office Directors and Agency Accounting officers to provide Annual Assurance statements. This work has been built upon in 2001/02 and will be developed further in 2002/03 by aligning Audit & Assurance activity to the key risks identified through the Home Office risk management process.

### 4.3 Effective Risk Management

A Risk Management Project Board has been established, chaired by the Director of Strategy and Performance, to oversee progress by a dedicated risk management team. The team is taking forward a project to ensure that risk management is a routine part of management, in line with the Turnbull Report and in accordance with Treasury requirements.

Work was undertaken in 2001 to analyse the risks threatening the Home Office's delivery plans. Work also started on a series of interviews with the senior management team, to establish a Home Office corporate risk register and the management team's risk tolerance.

### 4.4 Departmental Efficiency Strategy

In SR2000 the Home Office was set an efficiency target of 3% across all its functions and services, except the police where the target was 2%. The Probation and Prison Services were required to deliver 3% and 1% efficiency respectively as a cash reduction. Progress in meeting these targets has been good, with all areas reporting efficiency improvements of at least those required in the first year of the SR2000 period.

- The Prison Service operates a programme management approach to efficiency, including analysis of comparative performance between prisons. Central and local budgets are reduced to reflect targets.
- In the Probation Service resource allocations have been adjusted to deliver the required 3% target. Each of the 42 local probation boards was given an explicit target for efficiency gains for 2001/02 which they were required to reflect in their area plans.
- Performance of police forces against their 2% efficiency targets is monitored by HM Inspectorate of Constabulary. The latest monitoring (March 02) indicated that forces as a whole were on track to achieve 2.5% efficiency improvements, though there are significant variations between forces.
- In the core Department (excluding IND), the target is being delivered principally through improvements in purchasing efficiency, more intensive use of accommodation and reduction in sick absence.
- In the Immigration and Nationality Directorate, efficiency improvements have been made through, among other things, a reduction in the unit cost of port checks and an increase in the average number of asylum decisions per caseworker per month.

## 5.0 VALUING PUBLIC SERVICES

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### 5.1 Achieving Through People

Achieving through People is the programme for improving the way we manage and support staff in the Home Office. First introduced in 2000 it reflects the key principles of Civil Service Reform as well as the initiatives needed to equip a modern Department with the people and skills to deliver its business. In 2000/01 and 2001/02 it has been supported partly by resources from the Government's Invest to-Modernise Fund.



The main developments over the last year have been:

- A combination of initiatives to get the right people into the right jobs quickly, as well as bringing on talented staff within the Home Office. The introduction of job specific selection in April 2001 has helped to prioritise effort on filling specific jobs, while assessment centres, from November 2001, are helping to identify more effectively staff potential for management and leadership. An intensive development programme was launched in June 2001 to bring on talented staff in addition to the separate Fast Stream – 43 staff have been selected for the programme in its first year.
- Two major external recruitment campaigns at Grade 7 and HEO levels were run successfully during 2001. In a separate internal exercise, 169 key posts were identified in October 2001 and filled within weeks.
- The Targeted Interchange team has, with the help of consultants, developed links with the private sector to help boost inward and outward secondment opportunities.
- The performance management systems have been helped by establishing a new appraisal system for all staff, supplemented by workshops on the new system. Our means for recognising and rewarding achievement have been reviewed and new proposals will be introduced during 2002. HR planning is now being undertaken more consistently over a 3 year period, fitting more closely with business planning cycles.
- Work on developing leadership has been proceeding more slowly, though helped particularly by the Invest to Modernise money. A range of approaches has been tried including executive coaching and team building events. A first round of 360° appraisals for SCS grades was completed in May 2001. Distilling this range of lessons will help us to develop clearer leadership and management strategies during 2002/03.
- A series of customer forums and the 2001 staff survey enabled the Home Office to understand the staff perspective. In response, various initiatives have been introduced during the year including tackling diversity concerns; more flexible retirement for staff wanting to work beyond the normal retirement age; clearer performance standards and better working practices within Personnel; and guidance on roles and responsibilities for staff, their line managers and Personnel.
- By March 2002 the average number of working days sickness absence per staff year was 7.84 days, just within the interim target of 7.9 days by December 2001. (The longer term target is 6.8 days by December 2003.)

## 6.0 DIVERSITY

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We have undertaken a wide range of activities designed to support the need, identified in the Modernising Government agenda, to achieve a 'dramatic improvement in diversity'. These include:

- Diversity awareness training for 3000 staff.
- Establishment of HODS, a network for staff with disabilities.
- Setting up a childcare website and a 'balancing work and home' website, to provide information and guidance on these topics for staff and managers.
- Holding focus groups for gay and lesbian staff to air their views on employment issues.
- Continued support for the NETWORK – the support group for minority ethnic staff.
- Continued participation in a bursary scheme for disabled staff.
- Provision of subsidised nursery and holiday playscheme places.
- The establishment of a 'faith forum' where staff can discuss issues relating to faith in the workplace.

## 7.0 BETTER ACCOMMODATION

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A contract was signed on 28 March for a 29 year public private partnership with Anne's Gate Property (AGP) for the building and maintenance of a new headquarters at 2 Marsham Street. The building should be completed by Spring 2005 and will house most central London staff, including the Home Office, Prison Service and the Probation Service.

## 8.0 INFORMATION AGE GOVERNMENT

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Information on all services and their electronic availability is published on the Home Office website:

**<http://www.homeoffice.gov.uk/ebusiness/strategy.htm>**

We have already exceeded the initial Public Service Agreement target to enable 25% of services delivered to the public and business to be available electronically by the end of 2002.

## 9.0 COMMUNICATIONS AND THE HOME OFFICE

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### 9.1 Effective communication continues to be at the heart of good policy-making and the delivery of essential services to the public.

In the Home Office, this covers successful communications to staff, the public, front-line deliverers like the police, probation, immigration and prison staff, and other opinion-formers who wish to be consulted and kept abreast of Home Office policies and services.

A variety of communications channels continue to be developed or created anew. Constant monitoring and evaluation ensures value for money and cost-effectiveness are at the forefront of all we do.

Communication Directorate supports all the Home Office Aims and delivery priorities. It provides information on targets in the newly-established Government Delivery Contracts as well as helping to deliver those targets through its own activities.

Starting from the premise that the Government cannot be thought to have delivered its services unless people know about them, communication is built in at every level of the policy formulation and delivery process.

## 9.2 In 2001/2 the main activities were:

- A 24-hour media advisory and handling service which provides fast and accurate information on the full breadth of Home Office activities, 365 days a year. In 2001/2002, some 80,000 telephone calls from the media on “today’s news” were dealt with by the recently formed newsdesk, with thousands more being dealt with by specialist subject press officers, concentrating on medium-to-long-term projects.
- Marketing and advertising - which is acknowledged to be cutting edge and which has made a major contribution to police recruitment, vehicle crime reduction and parent and child awareness about internet safety and the effects of drug-taking.
- A range of electronic information database, website and library services for staff, Ministers and the public which are considered among the “best in breed” in Whitehall.
- A relatively new internal communications network which helps to inform, involve and engage front-line staff and stakeholders and which, in the last year, organised Home Office-wide briefing for staff, events, conferences and video material. The latest staff survey shows a high level of agreement that such internal communications have improved information flows and led to greater participation in decision-making.
- An enlarged and revamped Direct Communications Unit, dealing with public and Ministerial letters, telephone enquiries and public visitors to the Home Office HQ building.
- A revamped and re-focussed communications strategy and co-ordination unit, which pulls together all the available communications tools and ensures their early interaction with policy formulation to produce the most effective means of getting messages across to particular audiences and gauges their reaction and attitudes to Home Office services.

## 9.3 Priority for 2002/03 will be turning the 4-year communications plans for Home Office delivery targets into reality through co-ordinated campaigns and other communications activities to ensure the public, media and stakeholders fully understand what the Home Office is doing and see where they can play their part in helping to build a safe just and tolerant society.

Other priorities will focus on improving information to the public, and to particular audiences, like MPs and Peers when they telephone or write to Ministers and officials, or when they visit the Home Office headquarters.

We also aim to continue to improve the 24-hour service we offer to hundreds of journalists and broadcasters, both in the UK and around the world, on one of the widest portfolios of topics in Government.

The core Briefing and Reference Database which currently gives real-time access to Home Office facts and figures to over 1000 staff will be extended to the whole of the core Home Office. This pioneering work will allow more information to be shared across Government and to be put in the public domain via our web sites and the Government-wide Knowledge Network and UK Online services.

On the marketing and advertising front we expect to continue with the award-winning and highly effective campaigns on police recruitment and vehicle crime reduction, along with drugs awareness work and further public campaigns warning children and parents about the hidden dangers of paedophiles using the Internet.

## **10.0 ENVIRONMENTAL AND SUSTAINABLE DEVELOPMENT ISSUES**

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### **10.1 Progress in 2001–02**

Angela Eagle is the Home Office Green Minister and, with the Permanent Secretary, takes responsibility for integrating sustainable development and environmental considerations into estate management, operational and policy areas. She promotes the Department's environment strategy, responds to the Parliamentary Environmental Audit Committee (EAC) and provides information for the ENV(G), formerly known as the Green Ministers Committee.

### **10.2 Sustainable Development**

The Home Office has lead responsibility for the sustainable development indicators on crime, fear of crime and voluntary activity. It also has a significant impact on community spirit and index of local deprivation indicators. Crime is often concentrated in neighbourhoods which suffer from a range of social problems, including a poor physical environment. Home Office programmes to tackle crime and build communities, bearing directly on efforts to improve quality of life, particularly in the most disadvantaged areas, are described under Aims one, five and seven.

### **10.3 Environmental Appraisals**

Policy makers are encouraged to screen their policies for environmental impact by using a policy development checklist.

### **10.4 Greening Operations**

The Department's environmental policy covers energy, water, waste, biodiversity, procurement and transport. This is underpinned by a workplan, agreed and regularly reviewed by the Green Minister. Progress on these issues over the last year includes the following:

- 14 Home Office buildings use green electricity.
- The majority of sites participate in the Watermark project, with the aim of reducing water consumption.
- Waste minimisation plans are being implemented at all key sites.
- Biodiversity plans are in place at sites with significant land holdings.
- Use of recycled paper about to become mandatory across the estate – this report has been printed on recycled paper.
- Over 90% of the vehicle acquisitions use the latest low particulate diesel.

## 10.5 Environmental Assessment of Home Office Buildings

- An excellent Buildings Research Establishment Environmental Assessment Methodology (BREEAM) rating was achieved at the Harmondsworth Detention Management Unit.
- The refurbishment of Lunar House achieved a very good BREEAM rating.
- The new Central London headquarters building is also expected to receive a high rating.

The official environmental issues contact is Julia Wright of the Buildings and Estate Management Unit. She can be contacted on 020 7271 8470, e-mail [Julia.Wright@homeoffice.gsi.gov.uk](mailto:Julia.Wright@homeoffice.gsi.gov.uk).

The senior official with lead responsibility for sustainable development is Charles Everett, Director, Corporate Development and Services Group, Room 708, Clive House, Petty France, London SW1H 9HD.

## 11.0 HEALTH AND SAFETY

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- 11.1** The Home Office continues to ensure the health and safety of its employees and visitors is properly accounted for by undertaking audits and inspections in workplaces under its control. Health and Safety Services have continued their training programme to raise awareness of the importance of good health and safety management.

Guidance is issued to staff as an aid to ensure that best practice is followed. During the year, a revised accident reporting system has been introduced. The new system will gather data for use in reporting against injury targets set in the Government strategy “Revitalising Health and Safety”.

That strategy also required Departments to have named Directors for health and safety. The Home Office has a named Director for Health and Safety and the Prison Service has appointed its own Director.

Revitalising Health and Safety sets targets for reduction in injury and ill health at work. The baseline year for comparison is 1999. Within the core Home Office the largest group of accidents leading to injury is slips, trips and falls (as would be expected in the office environment).

## 11.2 Reported slips, trips and falls.

Baseline Year	1 January – 31 December 1999	210
	1 January – 31 December 2000	175
	1 January – 31 December 2001	171

## 12.0 HOME OFFICE CAPITAL

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### 12.1 Capital allocation

The Home Office seeks to develop and use its capital assets to improve the cost-effective delivery of the outcomes set out in the Department's statement of purpose and seven aims. Our existing capital investment plans were set out in the Departmental Investment Strategy (DIS) published in November 2000, which is currently being updated as part of the 2002 Spending Review.

Taking account of Machinery of Government changes since the publication of the DIS, and the outcome of further capital modernisation fund and investment to save fund allocations, total planned capital investment in 2001/02 was £976m. This included £124m for the police and emergency services radio communications network (Airwave); £107m for crime reduction measures, including 220 CCTV schemes; £102m capital grant to police authorities for the police estate, vehicles, plant and equipment; £220m to expand and maintain the prisons estate; and £158m in IND for three new detention centres and IT developments. There was an underspend of £109m on these plans, and steps are being taken (see below) to improve programme and project management procedures to ensure more effective delivery of capital plans in this and subsequent years.

### 12.2 Capital Modernisation Fund

This is a competitive challenge fund with the objective of funding additional capital projects that meet government objectives in an innovative way. The results of bidding rounds 1 and 2 for the Home Office were reported in last year's Annual Report. The results for rounds three and four are set out below.

#### Round Three

The following Home Office bids were successful:

- National Firearms Forensic Database. This will enable information on firearms, bullets, cartridge cases, weapons and weapons components etc., used in crime, to be captured and collated, and links to be established between different incidents and forensic databases, e.g. National DNA database. £1.4m
- Police Palm Print ID system. This will provide an automated palm searching system for the 43 police forces of England & Wales to allow instant comparisons of scene of crime marks against national data. £17m

- Chipping of Goods Initiative. This involves the incorporation of electronic tags (Radio Frequency Identification Devices) into merchandise in the supply chain on individual items or consolidated shipments such as pallets, plastic crates or roll cages. £1m
- Integrated criminal justice systems in Warwickshire – “Joined-up Justice” through the creation of Criminal Justice Centres, a joint HQ and shared training and conference facilities. £21.7m
- Under 18 Mother & Baby units. This will enable the development of two small mother and baby units for girls under 18 to enable sentenced or remanded young mothers to remain with their young babies where appropriate. £4m
- Secure units for juvenile offenders, expanding the two existing STCs, to increase capacity for accommodation of sentenced young people from 88 to 152 and for the capital development costs of accommodation for a further 40 places. £18m
- Electronic Access to Electoral Registers. This project will create a series of standardised electoral register systems in local authorities that can be linked and accessed nationally. £12m
- Security for Small Retailers comprises a programme of measures to improve the security of small retailers in deprived areas including CCTV, Alarms, security shutters. £15m
- Detecting Concealed People includes technology to detect people seeking illegal entry into the UK by clandestine means. £9m

## Round Four

The Home Office has been allocated a total of £88m over the two years 2002/03 and 2003/04, which is to be earmarked for increasing prison capacity and counter-terrorism, as announced in the Budget and the Home Secretary’s statement on 1 May 2002.

### 12.3 Invest to save fund

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

The results of rounds one and two were reported in last year’s Annual Report.

## Round Three

Nineteen bids were approved: a total of £12.8m over three years (2001/02 to 2003/04):

- A project between PITO and CJS to establish a national internet portal, linking force websites, to provide police services and information electronically to the public.

- Avon and Somerset Constabulary, Somerset County Council, DVLA and the BBC – an interactive online police web site to facilitate the reporting of crime and provision of public information.
- A project between Cleveland police and fire services to reduce arson through prevention, education, investigation and detection.
- A project to link the Criminal Cases Review Commission and the Court of Appeal to deliver more effective public services through an interactive web site and GSI site.
- A joint project between the Data Protection Commission, Inland Revenue and the DWP to identify those seeking to procure personal information by deception.
- Dyfed-Powys Police – an intelligence-led network of agencies to identify vulnerable citizens and property, and reduce crime in the local area.
- A project to address crime and social exclusion through an inter-agency response between Leicestershire Constabulary and Housing Departments.
- A Merseyside Probation and Police services proposal to tackle alcohol related crime through co-ordinated use of Information and Communication Technology.
- A project between Merseyside Police Force and Liverpool University to collect and analyse data relating to truancy.
- Higher profile policing in rural areas by Norfolk Constabulary, through a mobile facility delivering an outreach service, including, to asylum seekers.
- Northumbria Police Force and NHS Direct propose an integrated interactive police web site.
- Nottingham Fire and Rescue and Notts County Council – a pilot study for data sharing to enhance targeting of services to vulnerable groups.
- PITO – a fingerprint based ID and verification service to electronically validate individuals from arrest to release.
- Prison Service programmes to reduce the re-offending rates of short-term prisoners.
- A multi-agency Probation Service/West Mercia Police project to reduce the dependency of offenders with drug, alcohol and/or mental health problems.
- A video-conferencing facility tackling youth crime by enabling youth offenders teams to link up quickly with secure establishments.
- A project between the Youth Justice Board and the Metropolitan Police Service for restorative justice to reduce robbery and bullying by schoolchildren.
- Metropolitan Police Newham – a multi-agency response offering immediate crisis support to victims of domestic violence.
- Commission for Racial Equality – The development of an integrated IT based response service to the public, covering race, gender and disability.



## Round Four

Twelve bids, totalling £13.2m have been approved for funding over the next two years (2002/2003 to 2003/2004). The successful bids were:

- Creation of a national centre for applied learning technology for Police.
- A project to provide swift removal of abandoned vehicles by Sussex Police.
- West Yorkshire Police and the Prison Service to develop an on-line training and development programme for volunteers, to realise greater benefits from their contributions.
- Police Scientific and Development Branch – creation of three showcase hospitals, using existing and emerging technologies to deliver reductions in violent crime against staff and patients and a reduction in hospital property crime.
- Police Scientific and Development Branch – creation of three showcase Schools, using existing and emerging technologies to deliver reductions in violent crime against staff and pupils and a reduction in school property crime.
- A project to deliver a comprehensive and cohesive system and strategy for dealing with missing persons, including the integration and updating of information technology systems.
- A pilot project by the Youth Justice Board for parenting interventions to reduce offending/anti-social behaviour/truancy of young people.
- Youth Justice Board – Community Merit Awards aimed at disaffected 13-16 year olds in disadvantaged neighbourhoods, who take part in community renewal work for the benefit of local residents.
- An electronic passport application service where the citizen's application is directly passed to the passport database.
- United Kingdom Passport Service – use of electronic communications to share passport database information globally (to passport issuing staff).
- A portal to enable Voluntary and Community sector organisations to obtain information from a range of government organisations in a more accessible, integrated and comprehensive manner.
- A new integrated network comprising of Sheffield's not-for-profit sector, local authority and private practice solicitor firms, which gives information on providers of advice and information for excluded communities.

## 12.4 Home Office Investment Strategy

**12.4.1** The Home Office is forecast to have an asset base of just over £10bn by the end of the current financial year, consisting of £5,583m of assets within the Departmental accounting boundary; £3,520m held by associated bodies – mainly police forces; and £1,031m of private sector (mainly PFI) assets used to deliver Home Office services. These assets include: 136 prison establishments; 7 immigration centres; probation hostels providing 2,200 beds; police training establishments on 6 freehold and 13 leasehold sites; 3 secure training centres for juvenile

offenders; scientific laboratories; headquarters office buildings in London, Croydon, Liverpool, Sheffield and Leeds; IT assets totalling £509m through a mixture of directly-owned and PFI arrangements; and vehicles and other equipment totalling £270m in value.

These assets are managed through the Home Office Departmental Investment Strategy, under the supervision of the Investment Board, which is a sub-committee of the Group Executive Board, chaired by the Director General Resources and Performance, and including Board level representation of all the main capital budgets. The strategy being pursued is one of using capital investments in technology, IT, buildings and other equipment to enable front-line staff to be more productive.

#### 12.4.2 Measures which the Investment Board is putting in hand to improve the management of the capital programme include:

- more transparent reporting and closer monitoring of project progress;
- improvements to programme and project management skills and practices, with particular attention to the role of Senior Responsible Officers (SROs);
- ensuring that recommendations of OGC Gateway reviews are properly implemented;
- supporting the development of the Departmental risk management framework; and
- a more strategic approach to the management of the capital programme as a whole to balance resources between projects according to the progress they are making.

### 12.5 Asset Disposals

The Home Office seeks to dispose of surplus, unsuitable or uneconomic assets and to re-invest the proceeds as part of the capital programme. In 2001/02, £66m worth of assets were disposed of, against a forecast of £49m. These comprised £51m of police assets and £15m worth of prison service assets. The disposal of police assets is expected to be around £38m in each of the next two years, and we are estimating that £47m will be raised in 2005/06 from the disposal of surplus central London HQ buildings when the Home Office and Prison Service move to the new building in Marsham Street.

## 13.0 BUSINESS PLAN

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The following tables set out what the Support Directorates will be doing during the coming year to achieve their targets.

**CDSG** – Corporate Development & Services Group

**PFPG** – Planning, Finance & Performance Group

**CD** – Communications Directorate

**RDS** – Research, Development & Statistics

**LAB** – Legal Adviser's Branch

**PO** – Private Office

CDSG		
To deliver best value personnel, information management and technology, security, accommodation and other support services and lead business improvement, as a partner in achieving the Home Office aims and providing a better deal for staff.		
Objective/supporting objective	Performance Measure 2002-03	Target 2002-03
To provide best value personnel services that enable and support the achievement of the Home Office aims and a better deal for staff	Number and percentage of vacancies filled against total vacancies	Mean time to fill a vacancy 10 weeks. No more than 5% outstanding after 18 weeks
	Number of security clearances and the percentage completed within target	90% completed within: 3 months for DV; 3 weeks for SC and CTC; 2 weeks for BC(E)
	Average number of working days sickness absence per staff year	Reduce to 6.5 days
	Wide experience	65% of SCS to have experience outside Whitehall and 75% to have experience outside the Home Office
	Dramatic improvement in diversity	For SCS targets are: 35% women; 3.2% minority ethnic; 3% disabled by 2004/5. For other grades: 45% women; 25% minority ethnic; 3% disabled
	Delivery of achieving through people programme and projects	Delivery of agreed programme
To provide best value information management and technology, accommodation and other services that enable and support achievement of Home Office aims and provide a better deal for staff	Manage delivery of IS/IT and voice services to core Home Office from Sirius	Minimum standards achieved by June 2002 and sustained thereafter. Customer satisfaction increased by 10% over August 2001 by January 2003
	Plan to meet PRO criteria for Electronic Records Management agreed	PRO Target March 2004
	Number of Home Office services capable of being transacted on-line	100% of services provided by the Home Office available electronically by 2005
	Implement and deliver the new Principal Civil Service Pension Scheme	By March 2003
	Deliver a reliable and accurate payroll service	To achieve an error rate of less than 0.5% by July 2002 payroll  To be able to provide information to stakeholders within 4 working days of start of month (by end July)
	Provide best value accommodation services in central London	Meet milestones in Marsham St contract. Improve satisfaction level with FM contract to 80% from October 2002 to March 2003

Objective/supporting objective	Performance Measure 2002-03	Target 2002-03
<p><b>Police Development:</b> To help Home Office Ministers develop strategic and cross-cutting policy on priority issues and support wider initiatives within the criminal justice system</p>	<p>To conduct major strategic and cross-cutting policy reviews for Board and Ministers</p>	<p>On time and to Board and Ministerial specification</p>
<p><b>Performance Improvement:</b> To enable the Department to plan, measure and improve its performance and manage risk in achieving its aims</p>	<p>Further development business planning and performance management systems to meet the needs of the Board and Ministers</p>	<p>Produce HO Business Plan and Annual Report approved by Board and Ministers. Publish to agreed government timetable</p>
	<p>Manage further development and provision of strategic management information systems to the satisfaction of Board and Ministers</p>	<p>Revised quarterly reports to Management Board agreed by 06/2002</p>
	<p>Capability Index to be established.</p>	<p>To be determined</p>
	<p>The % of professionally qualified procurement staff in designated posts</p>	<p>75% of staff in key designated posts to be qualified by 04/2004</p>
	<p>Obtain resources for 2003/04 to 2005/06 which meet HO requirements</p>	<p>Conclusion of SR2002 to be reflected in HO Business Plan</p>
<p><b>Use of resources:</b> To ensure that resources are used with proper regard to propriety, regularity and value for money, and in compliance with Departmental Expenditure Limits; and maximise efficiency and productivity</p>	<p>Departmental Efficiency Strategy to ensure 3% annual efficiency gains realised across the Home Office</p>	<p>Achieve 3% efficiency gains</p>
	<p>Secure the most beneficial outcome from the Finance Foundation Project (FFP)</p>	<p>Timetable for project to be determined</p>
<p><b>Financial Accounting:</b> To account for the Department's expenditure and income, implement full resource accounting, and to ensure the Department's creditors are paid and debts collected</p>	<p>Implement Performance Measurement system and establish challenging target for each business area</p>	<p>Below 00/01 baseline unit cost. Comparison of 2001/02 with previous year by 05/2002</p>
	<p>Business areas produce accurate accounting returns; resource budgeting embedded in finance process</p>	<p>100% accuracy in accounting returns. Resource budgeting required in force by 31 March 2003</p>
	<p>HO Resource Account 2001/02 completed and approved by NAO</p>	<p>Resource account submitted on time and receives unqualified audit opinion</p>

CD	To deliver, as the centre of corporate communications by: working in partnership with the rest of the Home Office and its stakeholders; delivering a range of innovative communications solutions tailored to customer needs; championing the strategic difference that corporate communication makes to delivering the Home Office aims; developing our skills and services to reflect changing business needs and professional best practice.	
Objective/supporting objective	Performance 2002-03	Measure/Target 2002-03
To deliver a 24hr media advisory and handling service to ministers and officials in the Home Office and its agencies in all aspects of policy presentation	Improvement in service offered to media enquiries as measured by all calls answered within target	80% of calls to be answered within four rings (approx 20 seconds). 07:00-22:00 weekdays
	To increase customer satisfaction with quality, timeliness, accuracy and relevance of press releases	A 10% annual increase in customer satisfaction
	Evaluation of media coverage of major Home Office announcements	Accurate and fair coverage of policy announcements
To devise, develop, implement and maintain corporate communications and publications strategies to deliver all aspects of Home Office aims and objectives	To devise and implement communication initiatives, including through paid publicity, which contribute towards delivery of the Home Office objectives	Set for each campaign against the specific performance indicators including awareness, attitude, responses, etc
To deliver effective and efficient corporate internal communication to support Home Office business delivery priority objective	Improved levels of communication in the Home Office	Staff and stakeholders confirm improvements
To strengthen communication between the Home Office and its stakeholders	Achieve improved level of satisfaction	Satisfaction levels of stakeholders – March 2003
	To provide a reliable and efficient information service to the Home Office and to the public.	User satisfaction with public-facing internet Web sites for Home Office and Prison Service
	To provide effective management of the Home Office Web site	Publish information on all areas of cross-departmental working where Home Office is a partner. Populate Home Office GSI site with content of Horizon
To ensure accurate and current information is held on Horizon intranet	Effectiveness of Horizon established through Directorates taking ownership and actively managing their information according to standards set and monitored by CD	Information up to date and accurate

## CD (contd)

Objective/supporting objective	Performance Measure 2002-03	Target 2002-03
To facilitate effective electronic information ownership and sharing within the Home Office, the Knowledge Network and OGDs	Installation and development of Knowledge Network electronic databases via central IT infrastructure, supported by training and marketing programme	Ongoing delivery of Lotus Notes for BARD or other Knowledge Network applications to all users requiring write access
	Delivery of read-only browser version of BARD to all Home Office POISE users	Roll out of read-only browser version of BARD by summer 2002
	Preparation for implementation of other cross-cutting Knowledge Network applications	Ensure necessary security and compatibility for all applications
To deliver an efficient and effective quality service responding to all forms of public enquiry	To achieve and maintain performance levels of 95% of correspondence (letters, faxes, emails) responded to within 20 working days. <b>SDA</b>	Achieve 95%
	To answer 95% of all calls to the public enquiry service with 80% of calls answered within 20 seconds. <b>SDA</b>	95%, with 80% of the 95% answered within 20 seconds
	Customer Communication Foundation Project (part of Sirius programme) will deliver systems and processes to enable SDA targets to be met	Way ahead under consideration. New system to be in place by October
	To achieve and maintain performance levels of 95% of MPs' correspondence (letters) responded to within 15 working days (20 days in the Prison Service)	Achieve 95%

RDS		
Research, Development and Statistics Directorate exists to improve policy making, decision making, decision taking and practice in support of the Home Office purpose and aims, to provide the public and Parliament with information necessary for informed debate and to publish information for future use.		
Objective/supporting objective	Performance Measure 2002-03	Target 2002-03
Improve policy making and decision making, decision taking and practice in support of the Home Office purpose and aims	Quality Assurance and measurability of existing performance targets	Annual review of targets
	Delivery of RDS Work Programme – Projects are completed in partnership to agreed timescales	90% of projects supporting delivery of the aims where acceptable first drafts are circulated within planned timescales (taking account of changes agreed with stakeholders within the lifetime of the project)
	Delivery of RDS Work Programme – information is made available to the public in a timely fashion	95% of projects supporting delivery of the aims where acceptable final drafts of results are submitted for publication within 6 months of the date on which the final report was circulated to policy partners
	Delivery of RDS Work Programme – objective assessment that programme objectives are met	95% of projects assessed to have met objectives satisfactorily or better
	Delivery of RDS work programme – assessment of the impact of the work	95% of projects supporting delivery of the aims have a post project assessment available within 6 months of project completion
Provide the public and parliament with information necessary for informed debate and to publish information for future use	Regular Home Office Information Needs – RDS has systems to collect timely, robust and objective information	Complete programme of reviews of statistical series. (Part of a 5 year rolling programme.)
	Regular Home Office Information Needs – RDS statistical series conform to standards of the Government Statistical Service	Published statistics meet criteria of GSS code of Practice-exception reporting
	Regular Home Office Information Needs – RDS publishes statistics free of errors or revisions	Number of revisions to final statistical outputs. (Exception reporting - Zero revisions of greater than +/-1% to published data.)
	RDS delivers objective GSS statistics within time scales agreed with policy partners	95% of GSS statistical publications published on or before the date planned and announced to ONS

**LAB**

To support the delivery of the Home Office Aims and objectives by the provision of specific legal services to other parts of the Department. LAB provides a similar service to the Northern Ireland Office.

Objective/supporting objective	Performance Measure 2002-03	Target 2002-03
Delivery of Government and Private Members' Bills and the drafting of secondary legislation within agreed timetables	Level of client satisfaction as measured by client satisfaction survey annually	93%
Provision of legal advice to Ministers and officials in the Home Office; dealing effectively with domestic litigation, European Court of Human Rights and European Court of Justice cases and with other legal issues of a domestic or international dimension	Level of client satisfaction as measured by client satisfaction survey annually	93%
Provision of above services to Northern Ireland Office	Level of client satisfaction as measured by client satisfaction survey annually	93%



Private Office: To support Ministers and the Permanent Secretary in the discharge of their Parliamentary and Departmental duties.		
Objective/supporting objective	Performance Measure 2002-03	Target 2002-03
To provide an effective means of communication between Ministers and: the department; other government Departments; Parliament; other bodies; members of the public so as to ensure that the interests of the Home Office and Parliament are both protected in respect of Parliamentary business	95% of Parliamentary Questions to be answered within target dates	95%
	Proportion of Ministerial correspondence replied to within 15 days excluding the Prison Service [20 days]	All Ministerial correspondence to be answered within 15 working days by April 2002
Clearly and in good time, to provide Ministers and the Permanent Secretary with the information and advice they require to fulfil their duties and to provide, or enable the provision of personal support to Ministers to help them conduct Home Office business (transport, accommodation, protection for example)	Directorate satisfaction with response times in processing submissions etc and conveying Ministerial decisions/comments	To maintain the percentage level of Directorate satisfaction with PO service above 90%
	Improve communications with the Department and OGDs by increased use of email, in line with e-Govt targets for greater use of electronic services	Survey used to check degree of success



section **five**



Progress Against Published  
Business Plan 2001-02



Building a safe, just and tolerant society

# 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.

Objective/ supporting objective	Performance measure	Targets and Milestones	Latest Outturn
1. To reduce crime, particularly youth crime, and the fear of crime	Levels of recorded crime	<ul style="list-style-type: none"> <li>Overall objectives are detailed below and specific targets are to be set at a local level</li> </ul>	<ul style="list-style-type: none"> <li>Recorded Crime Statistics for the 12 months to March 2001, published in July 2001, showed a 2.5% fall compared with the previous 12 months<sup>1</sup></li> </ul>
1.1 To reduce the level of vehicle crime	Levels of thefts of and from vehicles recorded by the police  <b>PSA</b>	<ul style="list-style-type: none"> <li>30% reduction in thefts of and from vehicles by 03/2004, against baseline of 1998/99</li> <li>Vehicle (Crime) Bill to receive Royal Assent</li> </ul>	<ul style="list-style-type: none"> <li>Reduction of 109,279 vehicle crimes as at March 01 against baseline – i.e. 10.1% – slightly ahead of estimated reduction needed at this stage to keep on track</li> <li>Bill obtained Royal assent on 10th April 2001</li> </ul>
1.2 To reduce domestic burglary	Level of domestic burglary particularly in high-risk areas and achievement of police authorities targets by 2005  <b>PSA</b>	<ul style="list-style-type: none"> <li>25% reduction in domestic burglary by March 2005 (compared with the 12 months to March 1999), with no LA area having a rate more than 3 times the national average</li> <li>Reduction in recorded burglary by 15,000 in those households covered by burglary schemes by 03/2002</li> </ul>	<ul style="list-style-type: none"> <li>15% reduction by March 2001. No LA area has a rate more than 3 times the national average</li> <li>Latest approximate estimates show that 12,000 burglaries were prevented by the RBI (Reducing Burglary Initiative)</li> </ul>
1.3 To reduce violent crime	Level of recorded robbery  <b>PSA</b>	<ul style="list-style-type: none"> <li>Reduction in the level of recorded robbery in our principal cities by 14% by 2005</li> </ul>	<ul style="list-style-type: none"> <li>In the 12 months to March 2001, recorded robbery rose by 13%</li> <li>Street Crime Action Group convened, involving Ministers from across Government, the police and local government in a concerted effort to tackle the causes and consequences of street crime</li> </ul>
			<ul style="list-style-type: none"> <li>Local reductions were achieved through targeted initiatives at times in Merseyside, Manchester and parts of Met. Police area</li> </ul>
	Level of domestic violence	Reduction in levels of domestic violence, with interim target for level reported in BCS 2001 to be lower than that reported in BCS 2000	<ul style="list-style-type: none"> <li>The reduction in domestic violence is large and statistically significant but the reliability of the data is limited<sup>2</sup></li> </ul>

<sup>1</sup> Due to recent changes to publication timetables, these were the most recent recorded crime data to be published. The figures for year ending March 2002 will be published in the Crime Statistics Bulletin, due in Summer 2002, which will include recorded crime and BCS results. As a further indicator of overall crime levels, the first results of BCS 2001 showed a fall in overall BCS crime of 12% between 1999 and 2000

<sup>2</sup> In interpreting this change some caution is in order on account of the relatively small sample size and the fact that results only relate to information reported in face to face BCS interviews

Objective/ supporting objective	Performance measure	Targets and Milestones	Latest Outturn
	Number of criminal offences involving firearms	<ul style="list-style-type: none"> <li>Analyse rising trend and develop strategy for reduction by Spring – 2002</li> </ul>	<ul style="list-style-type: none"> <li>In the year ending March 2001 there was a 3.8% increase in the number of firearms offences compared with 22% increase in the previous year.</li> <li>A multi-agency group has been established to develop a joint action plan</li> </ul>
	Increased protection of public from dangerous or known offenders	<ul style="list-style-type: none"> <li>Criminal Records Bureau to commence issue of standard and enhanced disclosure certificates by 11/2001</li> </ul>	<ul style="list-style-type: none"> <li>Following an independent review, additional testing pilot phases were introduced. The CRB began processing applications for standard and enhanced disclosures on 11 March 2002</li> </ul>
1.4 To reduce the level of racist crime and improve police recording of racist incidents and crime	Level of racist crime and number of racist incidents recorded by the police/reported to BCS	<ul style="list-style-type: none"> <li>Narrow the gap between the number of racist incidents recorded by the police and those reported to the BCS by 15% by 03/02</li> </ul>	<ul style="list-style-type: none"> <li>Racially motivated incidents reported to the BCS fell by 28% between 1995 and 1999<sup>3</sup></li> </ul>
1.5 To reduce the level of rural crime	Level of rural crime	<ul style="list-style-type: none"> <li>Reductions in crime in rural areas to match national crime reduction targets</li> </ul>	<ul style="list-style-type: none"> <li>BCS 2001 shows that levels of crime and fear of crime are lower in rural areas compared with urban and inner-city areas</li> </ul>
1.6 To reduce the fear of crime	Level of fear of crime. <b>PSA</b>	<ul style="list-style-type: none"> <li>Establish baselines by which to measure the levels of fear of crime by December 2001</li> <li>Ensure by 2004 that the levels of fear crime in the key categories of violent crime, burglary and vehicle crime are lower than levels reported in the BCS2001</li> </ul>	<ul style="list-style-type: none"> <li>Baseline set from BCS 2001 (% very worried about crime): 16.5%, 18.5% and 22.3% in the key categories of burglary, car crime and violent crime respectively</li> <li>BCS 2001 reflected a reduction in the 3 key categories compared with BCS2000; the fall was statistically significant for burglary and violent crime</li> </ul>
1.7 To reduce the economic cost of crime	Level of reduction in economic cost of crime. <b>PSA</b>	<ul style="list-style-type: none"> <li>Develop and implement a strategy to reduce the economic cost of crime by 2004</li> </ul>	<ul style="list-style-type: none"> <li>In the year 2000/2001, the economic cost of crime fell by about 20%. This is due to a large decrease in BCS reported violence in that year</li> </ul>
1.8 To develop an evaluated multi-agency approach to crime reduction	<ul style="list-style-type: none"> <li>Number of projects approved, implemented and evaluated</li> </ul>	<ul style="list-style-type: none"> <li>Deliver projects to underpin the achievement of the targets set out above</li> <li>Strengthen crime and disorder reduction partnerships (CDRPs), ensuring crime reduction strategies in place for all 376 by 03/2002</li> </ul>	<ul style="list-style-type: none"> <li>Over £340m allocated to over 1470 projects including over 240 burglary, over 680 CCTV and 60 targeted policing initiatives</li> <li>Latest available returns show that 90% (340) of CDRPs had produced strategies by the end of March 02</li> </ul>

<sup>3</sup> Due to technical changes to the way in which BCS data is collected, more up-to-date figures on the numbers of racist incidents reported to the BCS are not yet available. We are therefore unable to report on progress towards this target at the moment. Police figures for Racists incidents for the year 2001/02 will be published in Crime Statistics Bulletin due in October 2002

Objective/ supporting objective	Performance measure	Targets and Milestones	Latest Outturn
2. To maintain public safety and good order	Levels of alcohol related crime and disorder	<ul style="list-style-type: none"> <li>Monitor trends in incidents of disorder as reported by the police</li> <li>Measure of prevalence of alcohol related offending to be developed by 03/2002</li> </ul>	<ul style="list-style-type: none"> <li>BCS 2001 shows 40% of violent crime is alcohol related</li> <li>New police BVPI for 2002/03 will provide a consistent measure of alcohol-related violent crime across all police forces</li> </ul>
	Level of anti-social behaviour	<ul style="list-style-type: none"> <li>To implement the Social Exclusion Unit's report to agreed time-scales</li> </ul>	<ul style="list-style-type: none"> <li>Progress made on some key implementation areas</li> <li>57% (214) of CDRPs have appointed a designated ASB co-ordinator. Others have developed ASB strategies and are taking action locally</li> <li>New ASB strategy and measurement of new target in preparation</li> </ul>
	Quality of regulation and oversight of private security industry	<ul style="list-style-type: none"> <li>Private Security Industry Bill to receive Royal Assent by end of 2001 <b>Parl.</b> session</li> <li>Establish Security Industry Authority by 03/2003</li> <li>Experimental accreditation of security staff working under police co-ordination to deliver improved community safety</li> </ul>	<ul style="list-style-type: none"> <li>Royal Assent obtained May 2001</li> <li>We are on track for establishment within timescale</li> <li>Proposals for Community Safety Accreditation Schemes included in Police Reform Bill</li> </ul>
4. To improve Police efficiency and effectiveness	At least a 2% increase in resources to be available for front line policing through efficiency gains PSA	<ul style="list-style-type: none"> <li>Achievement of efficiency savings of at least £155m across all forces by 03/02</li> </ul>	<ul style="list-style-type: none"> <li>As at March 2002 projected efficiency gains of £205 million (2.49%) had been made</li> </ul>
	Effectiveness of investigation and detection through the availability and implementation of scientific, technological and other support	<ul style="list-style-type: none"> <li>NAFIS operational in all forces by 04/2001</li> <li>Airwave roll-out to 1st cohort forces by Summer – 2002</li> <li>Expansion of DNA database to hold around 3m criminal profiles by 03/04 with an interim target to double the size of the database to 1.5m offender profiles by 03/02</li> <li>An increase in trained detective capability including opportunities to recruit specialists from other fields</li> </ul>	<ul style="list-style-type: none"> <li>NAFIS is fully operational and there are 4.6 m 'ten prints' on the NAFIS database to date</li> <li>6 forces are set to have Airwave by Summer – 02</li> <li>DNA – Interim target of 1.5m offender profiles reached on 21 February 2002. Current research and demographic data now show that the maximum number of profiles available to be loaded onto the DNA database by March 2004 is approximately 2.6 million</li> </ul>

Objective/ supporting objective	Performance measure	Targets and Milestones	Latest Outturn
	Number of officers recruited through the Crime Fighting Fund	<ul style="list-style-type: none"> <li>Recruit and train 3,000 CFF officers by 04/02 in support of delivery of an increase of 9,000 recruits by end of 2003 – (over and above forces' existing recruitment plans for 2000/01- 02/03)</li> </ul>	<ul style="list-style-type: none"> <li>Latest figures indicate that we were on track to have achieved 3,200 CFF recruits by March 2002. Police strength at record level (128,748) at 31 January 2002</li> </ul>
	Improvement in police training and leadership	<ul style="list-style-type: none"> <li>Criminal Justice and Police Bill to receive Royal Assent by end of parliamentary session 2001</li> <li>Implementation by 10/2001 of new accelerated promotion scheme and new arrangements for the selection and career management of senior officers</li> <li>National Training Organisation fully operational by 04/2002</li> </ul>	<ul style="list-style-type: none"> <li>Criminal Justice and Police Act 2001 Royal Assent in May 2001. Central Police Training &amp; Development Authority will come into existence on 1 April 2002</li> <li>High Potential Development scheme launched by Ministers 14 February 2002. Implementation from April 2002. Police Leadership Development Board established, May 2001, to take forward policy initiatives concerning recruitment and selection of senior officers and leadership development across the police service</li> <li>Police Skills &amp; Standards Organisation fully operational. Sector workforce development planning exercise underway. National occupational standards now being developed</li> <li>The Central Police Training and Development Authority (Centrex) was established on 1 April 2002 as a centre of policing excellence and support, helping to develop competence through out policing careers</li> <li>The Police Standards Unit was established in June 2001 to drive up police performance, not only by conducting reviews but also by helping with support and training</li> <li>The Police reform White Paper: "Policing A New Century – A Blueprint For Reform" was published in December 2001 and the police reform programme is underway</li> <li>The Police Reform Bill was introduced in January 2002 to implement those changes that need legislation</li> </ul>

# 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.

Objective/ supporting objective	Performance measure	Targets and Milestones	Latest Outturn
1 To improve ability to reduce serious and organised crime	Disruption of 10% more organised and criminal enterprises by 2004 in co-operation with other law enforcement agencies. <b>PSA</b>	Disrupt 3% more organised criminal groups by March 2002	Baseline: 476 Target: 490 No. of criminal groups disrupted: 649
	Increased number of class A drug trafficking groups disrupted or dismantled	Disrupt or dismantle 15% more class A drug trafficking groups by March 2002. Target for 2001-02: 284	Total disrupted or dismantled: 265
	Increased proportion of class A drugs targeted on the UK which is seized	Seizure of 4.5 and 7.0 metric tonnes of heroin and cocaine respectively by March 2002	Heroin seized: 3.4 tonnes. Cocaine seized: 10.9 tonnes
1.1 To recover the proceeds of crime	Delivery of the targets in the national strategy on recovery of criminal assets	Passage and implementation of Proceeds of Crime (POC) Bill. Long term target is 100% increase in amounts remitted by 2004	Asset Recovery Strategy agreed and announced, including target of doubling receipts to £60m by 04/05. New grant scheme to help police employ more financial investigators now up and running. Recovered Assets Fund to pump prime asset recovery initiatives now up and running, POC Bill now going through Parliament
2 To prevent acts of terrorism in Great Britain	Effective, well co-ordinated and proportionate counter-terrorist policies	Independent confirmation of fair and careful use of powers and provisions of the Terrorist Act 2000	Independent Reviewer appointed. Proscribed Organisations Order approved by Parliament. Anti-Terrorism, Crime and Security Act received Royal Assent Dec 01. Part 12 of Act brought into force on 14 Feb 02
	Effective contingency plans to deal with major terrorist incidents	To develop, test and if necessary implement plans. 13 exercises to be successfully completed – 3 live and 10 desktops	13 exercises successfully completed – 3 live and 10 desktops
3 To provide more effective international law enforcement and judicial co-operation	Adoption and implementation of international bilateral and multilateral initiatives designed to facilitate judicial co-operation and combat organised crime; Measured by: number of initiatives adopted/implemented. Initiatives to be in the interests of UK and/or international law enforcement		International Criminal Court Bill received Royal Assent on 11 May 01. Secondary legislation on ICC Act completed. Scottish legislation completed. Ratification completed in time to meet policy objective
			Extradition review published Mar 01. UK/Spain Extradition Treaty signed Oct 2001. Proposals for legislation under consideration



Objective/ supporting objective	Performance measure	Targets and Milestones	Latest Outturn
		Secure agreement with US on confiscation and asset sharing. Propose (or support) initiatives, consistent with Tampere conclusions, to take forward mutual recognition of judicial decisions within the EU	Discussions continuing with US to secure asset sharing agreements. Eurojust agreed at Dec JHA, admin arrangements to be finalised by Summer 2002
	Efficient and effective processing of extradition and mutual legal assistance (MLA) requests; measured by percentage of requests dealt with to required deadlines	100% (Incoming Extradition)  90% of outgoing MLA requests to be transmitted within 10 working days of receipt  90% of incoming MLA requests to be dealt with within 20 working days	100%  98%  91% MLA backlog cleared – meeting or exceeding monthly targets since Oct 01
4 To provide the means to intercept communications and to recover seized electronic data lawfully and effectively	Casework service support to security, intelligence and law enforcement agency operations as measured by quality and timeliness standards laid down annually	Process 5% more casework than in 2000-01 within existing standards	Applications for warrants being dealt with on target following successful implementation of recovery plan. Over the course of the year not only has the 5% more casework target been hit but also an additional 7% throughput has been achieved
	Provide lawful basis for voluntary retention of communications data	Provision to be contained in Anti-Terrorism, Crime and Security Bill	Achieved
	Sustain the UK interception capability and develop co-operation with industry on new communication technology	Establish National Technical Assistance Centre	NTAC established and operational

# Aim 3

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

Objective/ supporting objective	Performance measure	Targets and Milestones	Latest Outturn
1. Improve the level of public confidence in the CJS by 2004, including improving that of ethnic minority communities	BCS data: responses to 4 questions exploring confidence in different aspects of the CJS (separate data for white, black and Asian respondents; Responses to 2 further questions from 2002 onwards. <b>PSA</b>	Improvements in confidence to be quantified in mid 2002	Results from BCS 2000 were published in Research Findings 137 in January 2001. These were baseline figures
1.1 Improve the standard by which the CJS meets the rights of defendants	A basket of measures as published in the CJS Business Plan	Working towards achieving 100% of targets by 03/04	Prison measure met ahead of target – 98% of prisons have a Legal Services Officer. Magistrates' Courts target met – 50% of MC's have a bail information scheme in place. 92% of prisons have a bail information scheme in place – target met. Other measure are being developed including an ECHR measure and Police related measure
1.2 Increase confidence of communities in the CJS agencies	Increase level of confidence in the police service among ethnic minority communities	Implementation of the Government's Action Plan following up the recommendations in the Stephen Lawrence Enquiry. To be 80% complete by Mar 02	80% complete as at Mar 02
	Promote race equality in the Police service	Increase level of minority ethnic recruitment, retention and progression in the Police Service via targets set out in Dismantling Barriers published by the Government in July 99	27 forces due to achieve their 2002 milestone of recruitment; 39 forces to meet Special Constable recruitment and 36 civilian recruitment
	Improve police treatment of detainees	Reduce no. of deaths in police custody to less than 50. Draft PACE codes to be issued for public consultation. Implement pilot schemes for video recording interviews and custody video links	59 deaths in Police Custody as from April 2001. Draft PACE code circulated for consultation – project group established. Implementation of pilot video schemes deferred until Spring 2002, subject to availability of running costs
	Improve handling of Police complaints	Prepare legislation for complaints system	Legislation included within current Police Reform Bill. Implementation date agreed as April 2004. Implementation team in place

Objective/ supporting objective	Performance measure	Targets and Milestones	Latest Outturn
1.3 Provision of CJS on-line service to meet the needs of the citizen	Closing the gap between the needs of the citizen (identified through focused market research) and services provided	To enhance the CJS on-line web portal so that it develops into a website for the CJS that maximises social inclusion and reflects 'best in class' for access by people with disabilities or minimal IT skills	Ministerial launch of several new CJS online services took place on 6/12/01, including: Juror on-line, Structured microsites for Area Criminal Justice Strategic Committees, secure bulletin to board to promote greater discussion. Progress towards further key services include: delivery in multiple languages, accessibility and standards, market research with public
1.4 Monitor the work of the Criminal Cases Review Commission and pay compensation for wrongful conviction where appropriate	Reduction in number of cases awaiting review by commission	20% reduction	30% reduction
	Proportion of applications for compensation determined within 9 months of receipt	70%	79%
1.5 Modernising the CJS	Take forward recommendations of the Criminal Courts Review and make proposals for legislation	To implement a wide range of recommendations designed to reform the CJS following publication of a White Paper	Report published in October 2001. Criminal Justice White Paper in preparation
	Introduction of fixed penalty system for offences of disorder	Pilots to start	Work has commenced and on target for pilots to start summer 2002
	Complete public consultation on sex offences review	Complete consultation	Consultation period March 2001. Response being considered with a view to proposals for legislation when Parliamentary time permits
1.6 To develop a range of effective and credible sentencing options to be used effectively by the courts	Policy Options produced by Sentencing Review to be subject to consultation	Consultation to be completed	Review Published 5 July 01. Consultation completed 31/10/01. Summary of responses to consultation published on 04/02/02. Preparing proposals for inclusion in CJS White Paper with legislation to follow
	Review of corporate sentencing to produce proposals for consultation	Consultation completed and make recommendations to Ministers	Target overtaken. Corporate Sentencing issues to be considered in the light of the broad outcome of the Sentencing Framework review

Objective/ supporting objective	Performance measure	Targets and Milestones	Latest Outturn
2. Increase the number and proportion of crimes for which an offender is brought to justice PSA	Drive forward the Attrition Action Programme	100,000 additional offences brought to justice by 03/04, more than 20.8% of recorded crime	For the year ending October 2001, 82,800 fewer offences were brought to justice. The downward trend is now starting to be reversed
	Increase the size of the DNA database to circa 1.5m offender (CJ) profiles	An additional 500,000 profiles in 2001/02	October 01 – 1.47 million profiles on database. 1.5 million target was met in February 2002
2.1 Better use of technology	Effectiveness of investigation and detection through the development and implementation of scientific, technological and other support	This Aim 3 objective supports Aim 1 – Objective 4	See Aim 1 – Objective 4
3. Improve by 5 percentage points the satisfaction of victims and witnesses with their treatment by the CJS by 2002 and thereafter at least maintaining that level of performance PSA	Level of satisfaction as measured by 1. The Court Service Customer Satisfaction Survey 2. BCS, 3. Witness Satisfaction Survey	Improve by 5 percentage points	BCS 2000 (for victims) and Witness Satisfaction Survey 2000 form baseline. Results of next surveys not due until Summer 2002. 100% of all Criminal Justice areas now covered by the Victims Charter
	Establish witness support service in magistrates' courts – % of courts covered	100%	100%
	Introduce victim personal statement so that all victims of crime where there is a prosecution are given the opportunity to make a statement on the impact of the crime on the victim – % of Criminal Justice Areas covered	100%	100%
	Consultation on new Victim's Charter with a view to implementing a revised charter	Complete review and implement charter. Better services and support to victims	Public Consultation and review completed. Working group set – up to take forward policy development
3.1 Monitor the performance of Criminal Injuries Compensation Authority/Panel against agreed targets and keep scheme under review	Number of applications resolved	87,000	76,892 applications resolved in 2001-02 and in 77.1% of cases a decision was made within 12 months
	% resolved within time targets	90% first decisions in 12 months	76.8% as at February 02

Objective/ supporting objective	Performance measure	Targets and Milestones	Latest Outturn
4. Reduce the time from arrest to sentence or other disposal by 2004	Reduce the time from charge to disposal for all defendants PSA	Precise targets to be settled	2004 target not yet agreed
	Halve from 142 to 71 days by 2002 the time taken from arrest to sentence for persistent young offenders (PYOSs) and maintaining that level thereafter PSA	Average PYO arrest to sentence time to be 71 days	67 days – Feb 02
	Dealing with 80% of youth court cases within their time targets PSA	Guilty pleas to be dealt with in 70 days; Not guilty pleas to be dealt with in 120 days; Committals to be dealt with in 125 days	March 2002 figures – guilty pleas 50 days – not guilty pleas 120 days – committals 83 days
4.1 Improve the timeliness of National Probation Service reports to the courts	Increase the number of Pre-sentence reports done within the 15 day National Standard	90%	70% (all courts) 75% (magistrates courts)
	Increasing the proportion of reports to the court (is PSRs and SSRs) that are Specific Sentence Reports	20%	9.4% all courts and 11.8% of magistrates courts as at Q3 2001
4.2 Working towards a full exchange of case information between Criminal Justice Agencies by 2005	To provide better access to information across the CJS to bring performance improvements in key areas by providing: a standard way of linking existing and new Criminal Justice IT systems; a 'Process Engine' to automate business rules and to allow case tracking across the CJS; web applications, which would allow victims and witnesses to easily access the system and a 'Central Repository' to hold data shared between CJOs	To provide CJOs and criminal justice professionals with the means to access and share accurate, current information throughout the criminal justice process to the following outline timetable: Infrastructure services first quarter of 2002; The 'Process Engine' and web based forms around the start of Q1 2003; Central Repository Q2 2003; Individual CJO systems being linked as they are ready – start during 2003	The tactical programme to take forward the first phase development of 'CJS Services Exchange' is on time and to budget. A demonstrator exchange service is being tested. The technical development to enable secure e-mail exchange between CJOs is proceeding well

# Aim 4

To deliver effective custodial and community sentences to reduce reoffending and protect the public, through the Prison and Probation services in partnership with the Youth Justice Board.

Objective/ supporting objective	Performance measure	Targets and Milestones	Latest Outturn
1. Protecting the public by maintaining a low level of escapes from prisons as measured as a proportion of population	No category A escapes PSA	Nil	Nil
	Maintain low level of escapes from Prisons and Prison Service escorts PSA	Not to exceed 0.05% as proportion of population	0.04%
	Maintain low level of escapes from contracted out escorts	Number of escapes not to exceed 1 per 20,000 prisoners handled	1:30889
2. Reducing crime by providing constructive regimes that address offending behaviour, improve education and work skills and promote law-abiding behaviour in custody and after release	Working towards target of a 5% reduction in the predicted reconviction rate	5% reduction in predicted reconviction rate	Prison reconviction rates have decreased by 1 percentage point against the predicted rate
	Reduce rate of reconviction of all offenders punished by imprisonment or by community supervision PSA	Reduced rate	Work on reconviction rates on going
	Reduce the rate of reconviction of all young offenders by 5% compared to the predicted rate PSA	First post-rollout results due in March 02	National forms showing impact of rollout are due Summer 2002. Figures based on 1999 pre-rollout cohorts are encouraging
2.1 Literacy and Numeracy	Increase in the educational and vocational qualifications of offenders by delivering accredited educational and vocational qualifications in custody	To deliver 23,400 educational or vocational qualifications, including 18,000 at basic skills level 2	72,302 including 15,914 at basic skills level 2
	Working towards achieving completion rates of level 2 basic skills in the new National Probation Service of 6,000 in 2002-03 and 12,000 in 2003-04	Number of offenders completing programmes: 6,000 starts on learning programmes with 1,000 awards at any level in 2002-03, 12,000 in 2003-04	Pathfinders progressing, and providing valuable information on profile of needs in probation population. Schemes are scheduled to come on stream in the second half of 2002. On course to meet the 2003 target
2.2 Offenders Behaviour Programmes/ Community Service Programmes	Increase number of offenders going through accredited offending behaviour programmes	6,100 programmes to be completed by prisoners to include 1,160 Sex Offender Treatment Programmes	6,279 including 830 SOTPs

Objective/ supporting objective	Performance measure	Targets and Milestones	Latest Outturn
	Working towards 30,000 offenders to have completed accredited programmes by the National Probation Service in 03/04	Number of offenders completing accredited programmes: 2001/02 target 10,000 2002/03 target 20,000 2003/4 target 30,000	NPS introduced a core curriculum of programmes, at least one programme has been available in every area since April 01. Returns to December indicate 12,892 offenders have been placed on these programmes by the courts so far. Outcome for 2001-02 due to be known June 2002 but is expected to be at or near target
	Working towards 30,000 offenders to have completed accredited community punishment in 03/04	30,000 completion by 2003-4 (Subject to satisfactory Community Punishment scheme being accredited)	Pathfinders have now completed sample collection – on target for 2,000 cases for evaluation. Interim report shows promising evidence of change on psychometric tests. The target is subject to the scheme's being accredited by the Joint Accreditation Panel and initial indications lead us to expect this to happen Autumn 2002
2.3 Breach	Proportion of cases under Probation Service supervision where the service responds to a breach of conditions by taking action in accordance with the National Standards	90%	Community rehabilitation orders – 63% Community punishment orders – 76% Community punishment and rehabilitation orders – 65% Licenses – 66% All orders/licenses – 69% New arrangements for monitoring National Standards were introduced on 1 October 2001. Results of cases monitored during October and November are shown above
2.4 Custody to work	Double the number of prisoners getting jobs and increasing the number with stable accommodation after release by 2004. Prison and Probation services to draw up draft 'Custody to Work' strategy	Prison and Probation Service to establish baseline data on employment and accommodation status of offenders on post-release supervision and community sentences. Prison Service to establish baseline data on prisoner employment and accommodation status on release. Set targets	Prison Service Custody to Work strategy issued Jan 02. Prisoner resettlement survey undertaken in Dec 01 to help establish baseline showed that current performance was already 300% higher than that envisaged when the aim of "doubling" was introduced
	Preparation for implementation of OASys in all probation areas by 04/2003. The roll-out of a joint Prison and Probation Service Offender Assessment System (OASys) by Summer 2003	Complete development of OASys by Summer 2003	Business case complete. OASys system validated by 18mth reconviction data. Programme manager appointed, PID written. Gateway review completed. Recommendations about governance accepted by Project board

Objective/ supporting objective	Performance measure	Targets and Milestones	Latest Outturn
	Commencement of YJB Intensive Supervision and Surveillance Programme (ISSP). Number of persistent offenders on ISSP	2,500 persistent young offenders on ISSP per annum	Paper roll-out has begun and five areas are already trained. Training schedule due to be completed by Spring 2003 All 41 schemes now live. (002 young people started on programmes by end April 02)
	National rollout of referral orders	National implementation	On course. Successful national launch on 1 April 02. Referral Orders now available nationally in all youth courts
	Increase proportion of children and young people held in secure facilities for 3 months or more who achieve Level 2 basic skills in Literacy and Numeracy	Joint strategies to be decided by YOTs and Local Authorities	9 pilots completed by end of March. Evaluation report from Oxford University imminent. It may have implications for national roll-out
	YJB to provide 30 hours a week education/training/work training for 66% of young people in custody. (revised target)	66% of under 18s in secure facilities to receive 30hrs	Slippage Against Target. All establishments now completed their development plans and arrangements are being put in place to deliver the target
3. Reduce levels of repeat offending amongst drugs-misusing offenders by 25% by 2005 and 50% by 2008 PSA	Proportion of arrestees who are repeat offenders also using heroin and/or cocaine/crack	25% by 2005 50% by 2008	Interim baseline of 15% now published, based on first 8 pilot sites (16 in total). Fieldwork on last of 16 sites completed. Targets currently under review to ensure they have the right focus
	Coverage of police custody suites by face to face arrest referral schemes in England and Wales	100% coverage by Mar 02	Estimated 95% coverage at end March 2002. By end of April 2002 all Police Forces in England and Wales had schemes
	Baseline information on numbers being referred to treatment. Provisional assessment of scale of reduction in related offending	Establish baseline re numbers being referred	Estimated annual baseline re numbers being referred informed by 6 monthly national monitoring data
	Expansion of probation and court referral schemes through an increase in the number of referrals to drug treatment through Drug Treatment and Testing Orders. Number of orders made	Target of 6,000 orders made in 2000-01	4,835 orders made between 1 April 01 and 31 March 02



Objective/ supporting objective	Performance measure	Targets and Milestones	Latest Outturn
	Extent of drug testing across the CJS. Following provisions made in the Criminal Justice and Court Services Act: commence drug testing at 3 pilot sites, produce interim evaluation	Commence drug testing at 3 pilot sites	3 pilots commenced and interim evaluation delivered by contractors
	Reduce the amount of positive results from the random mandatory drug testing of prisoners	Reduce from 16% to 12% by 03/2002	11.6% (March 02)
	Increase in the number of prisoners entering treatment in the following categories: CARATS Detoxification Rehabilitation programmes and communities. Prisoners on a voluntary drug testing compact	20,000 by Mar 02 23,000 by Mar 02 5,000 by Mar 02  28,000 by Mar 02	39,279 (Mar 02) 40,865 (Mar 02) 5076 (Mar 02) 24,584 (Mar 02)
4. The creation of a new National Probation Service for England and Wales	Directorate and all local areas to undertake self-assessment against European Excellence Model in line with Better Quality Service requirements	NPD and all local areas to have undertaken self-assessment and incorporated areas for improvement into Business Plan 2002-03	Self-assessment exercises completed across the NPS. Areas now agreeing their local improvement policies and establishing project teams to take them forward
5. To provide, in relation to the Prison and Probation Services, an independent national complaints service, including the creation of a joint Prisons-Probation Ombudsman	Creation of joint ombudsman	Prisons/Probation to be established and operational by Sep 01	Met
	Assessing and investigating complaints within time targets	Make 75% of eligibility decisions within 10 working days. Close 70% of investigations within 12 weeks	Period Apr 01 – Mar 02 - 80% decisions made within 10 working days. End of March – 32% closed within 12 weeks
6. To develop new services and powers for those who are dangerous and severely personality disordered (DSPD) across the NHS and Prison Service	Number of new places	50 further prison places	92 places have been provided
	Completed DSPD assessments	180 assessments by 2001/02	Pilot of assessment process established and running. 94 patient/prisoners put through initial DSPD assessment process as part of pilot by March 2002

# Aim 5

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

Objective/ supporting objective	Performance measure	Targets and Milestones	Latest Outturn
Secure successful delivery of the Government's anti-drugs strategy and targets by driving forward business planning with departments (Health, Education and Skills, and HMC&E), challenging delivery where necessary and reporting to the Strategic Planning Board and DA(D) where appropriate	To raise the standards in Drug Action Teams and ensure that reporting and monitoring systems are in place to demonstrate effective delivery of the strategy at a local level	Revised templates by 09/2001; Website launched by end 10.01; quarterly reports on DATs by Drugs Prevention Advisory Service completed for central information; statutory status to be considered	Templates to DATs sent Nov 01. DAT returns for 2001/02 received. Electronic version of template on website, enabling electronic collection of data for the first time. This has improved speed and efficiency – 95% of DAT's responded by the deadline. Police Reform Bill includes provision to put delivery to drug strategy on statutory footing
Proportion of young people under the age of 25 reporting the use of Class A drugs  16-24 year olds measured by BCS, 11-15 year olds measured by schools survey	Reduction in the proportion of people under 25 reporting the use of Class A drugs PSA	Reduce by 25% by 2005. Target for 16-24 year olds 6.2% a year and 2.6% a month	Overall levels stable, BCS 2000 shows an increase in cocaine use among 16-19yr olds. Target currently under review to ensure they are correctly focused and have the right balance
	Ensure that DATs implement best practice guidance in planning, commissioning and delivery of services to young people	Full implementation of Young People's Substance Misuse Plans	On target. DATs have undertaken an assessment of substance misuse in their areas and are developing 'Young People's Substance Misuse' plans
	Implement expansion of the Positive Futures programme and management of the initiative	Up to 50 new projects in place by Mar 02	24 existing projects expanded. 33 New schemes are now in place. Assistance with 10 Football Foundation funded schemes now established
Proportion of arrestees who are repeat offenders also using heroin and/or cocaine	Reduction in the levels of repeat offending amongst drugs-misusing offenders	Reduce the levels of repeat offending amongst problem drugs-misusing offenders by 25% by 2005 and 50% by 2008	Interim baseline of 15% now published, based on first 8 pilot sites (16 in total). Fieldwork on last of 16 sites completed. Targets currently under review to ensure they are correctly focused and have the right balance

Objective/ supporting objective	Performance measure	Targets and Milestones	Latest Outturn
Participation of problem drug users in drug treatment programmes	Increase in the participation of problem drug users in treatment programmes	Increase participation to 55% by 2004 and 100% by 2008	<p>Between 1998 and 2000 there was an average annual increase of 8% putting us on track to achieve a 100% increase by 2008. Latest six monthly figures indicate that the upward trend continues although at a slower rate.</p> <p>Target currently under review to ensure they are correctly focused and have the right balance</p>
Reduce availability of Class A drugs	Reduction in Class A drugs available	Reduce availability by 25% by 2005 and 50% by 2008	<p>First three quarters of 2001/02 results show significant increase in quantities of cocaine and heroin seized. The number of trafficking groups disrupted/dismantled and drug related cash detection also increased. (See Aim 2)</p> <p>Investigating a more robust research methodology to address gaps.</p> <p>Targets currently under review to ensure they are correctly focused and have the right balance</p>

# Aim 6

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

Objective/ supporting objective	Performance measure	Targets and Milestones	Latest Outturn	
1. To support, and, with the F&CO, make an effective contribution to the management of an entry clearance system which welcomes legitimate travel to the UK while preventing the entry of those who do not qualify under the Immigration Rules	To deliver a fair, fast and firm entry clearance operation which achieves the right balance between control and service	Less than 0.04% of visa holders refused entry 60% of appeals upheld 90% of straight forward applications decided in 24hrs 90% of applications requiring interview decided within 10 working days	0.02%  66% 92%  55%	
	2. To determine claims for asylum and other in-country applications from foreign national, wishing to vary the conditions attached to their stay in the UK	Increase the proportion of new substantive asylum applications decided within 2 months PSA	75% by 2003-04 60% by 2001-02	April – December 2001 53%
		Increase to 70% the proportion of after entry applicants served with an initial decision within 3 weeks	70%	57%
		To increase the proportion of new substantive asylum applications decided within 4 months and 6 months respectively	70% within 4 months 80% within 6 months	April – September 2001 68% 73%
3. To control immigration into the UK by identifying and denying admission to people entering in breach of the Immigration Rules and removing them where applicable, while inconveniencing as little as possible those entitled or qualified to enter	Increase the proportion of failed asylum seekers removed PSA	30,000 Mar 02	Over 11,515  Target now been altered to remove 2,500 per month	
	Increase detention capacity	2,790 Mar 02	1,400	
	Cause greater disruption to the flow of inadequately documented passengers from locations where there are Airline Liaison Officers	90% of inadequately documented passengers from ALO locations detected before boarding	94%	
	Devise and implement a more robust Quality of Service indicator for processing arriving passengers	By March 2002	Achieved	

Objective/ supporting objective	Performance measure	Targets and Milestones	Latest Outturn
4. To remove from the UK those here in breach of the Immigration Rules and to target those seeking to profit from abuse of Immigration law	Increase the number of non-asylum offenders removed	3,600 2001-02 4,000 2003-04	Over 6,000
	Provide high quality and relevant intelligence leading to dismantling or disruption of criminal activity and enterprises engaged in organised illegal immigration and asylum abuse	4 strategic assessments identified. 6 intelligence packages disseminated for action 20 projects initiated against organised crime	4 11 33
5. To provide support, while their applications are being determined, to asylum seekers who would otherwise be destitute	To reduce the average time taken to decide an application for asylum support	20% reduction Mar 02	No data yet available
	To reduce the unit cost in real terms of supporting asylum seekers for a week	3% for singles £134 5% for families £294	£122 £278
6. To promote the integration into UK society of asylum applicants recognised as refugees and granted exceptional leave	Secure implementation of those action points in the Refugee Integration Strategy for which responsibility falls to the Home Office	Collate and disseminate good practice on education for refugees. Agree refugee integration strategies	Achieved No agreement yet reached on strategies
7. To determine applications for British Citizenship	To reduce average time taken to grant citizenship	6 months Mar 02	March 2002
8. To maintain the best possible service to customers whilst maintaining the integrity of the British Passport	To meet turn round targets in straightforward cases (time taken from receipt of properly completed application to issue of passport)	99.7% passports issued within 10 working days	100%
	To reduce the time taken to produce work permit applications that contain all relevant information	To decide 50% of all applications within 1 working day of receipt	76%
	To reduce the operational costs per work permit application	To reduce the cost by 20% from a baseline of £23	March 2002 £18.06 (target £18.40)

# Aim 7

To support strong and active communities in which people of all races and backgrounds are valued and participate on equal terms by developing social policy to build a fair, prosperous and cohesive society in which everyone has a stake. To work with other departments and local government agencies and community groups to regenerate neighbourhoods, to support families; to develop the potential of every individual; to build the confidence and capacity for 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.

Objective/ supporting objective	Performance measure	Targets and Milestones	Latest Outturn
1. To promote race equality particularly in the provision of public services such as education, health, law and order, housing and local government PSA	Annual publication of Race Equality in Public Services containing race equality performance indicators in areas across public services	Publish third edition of Race Equality in Public Services	Document prepared for publication – awaiting confirmation of publication date
	Implementation of the Race Relations (Amendment) Act 2000 with commencement of the general provisions by April 2001	Lay the commencement order on time	Commencement order came into effect on 2nd April 01. Target Met
	Implementation of Race Relations (Amendment) Act 2000, with commencement of the specific duties to promote race equality and the addition of further bodies to the general duties	Lay both SIs on time	Orders laid before Parliament on 24th October 01 and came into force 3rd December 01. Target Met
	Implement EC Directive on Race	Directive should be implemented by Summer 2003	Consultation document issued 13th Dec 01. Consultation closed 29 March 2002
	Development of HO Race Equality Scheme	Introduce HO Scheme Mar 02	H.O. Scheme published 25 April 2002
2. To achieve representative workforces in the Home Office and the police, probation and prison services which it funds	Progress against the 2002 milestone targets	Plan the 2002 milestone exercise and begin evaluation of the 2002 milestones (to feed into publication of third annual progress report)	Scoping work completed containing evaluation framework. Seminar held in April 2002 to show good practice and re-establish priorities. Work is in progress to complete milestone evaluation and report by Autumn/Winter 2002
3. Make substantial progress by 2004 towards 1 million more people being actively involved in their communities PSA	Measured through HO Citizenship Survey (every 2 years). Establish baseline data	Make substantial progress. To provide grants to various voluntary and community organisations and to ensure that resources are fully utilised	<ul style="list-style-type: none"> <li>– Report of headline findings available May 02 and other reports subsequently.</li> <li>– Match funding of £41 million agreed for round 1 of public sector volunteering project and paid to 24 projects across government departments to create 160,000 new volunteers</li> <li>– Annual grants of £18 million for 2001-02 agreed and paid</li> </ul>

Objective/ supporting objective	Performance measure	Targets and Milestones	Latest Outturn
			<ul style="list-style-type: none"> <li>– 38 mentoring fund project grants worth £3.5 million (over 3 years) and 30 capital grants worth £0.5 million agreed and payment underway</li> <li>– Capital modernisation grant of £8 million for 2001-02 (the Time Limited Development Fund) agreed and payments under way.</li> <li>– Applications for annual grants 2000-03( The Time Limited development Fund) worth £13.5 million over 3 years being assessed</li> </ul>
		Develop an Experience Corps to support and mobilise opportunities for people aged 50 and over to get involved in their communities	Regional roll-out of initiative started as planned in mid-November 2001. The Experience Corps company is obliged to publish an annual report on its activities by Sep 30 2002
		To promote awareness and implementation of the Compact and related codes on joint working with the voluntary and community sector	Compact action plan agreed. Implementation emphasis for coming years. Key activities include: training; publicity; VSLO meetings and developing mediation scheme. On course
		Develop a HO volunteering strategy	Strategy now been agreed with the Home Secretary
4. To support the development of strong and stable families	Increased level of confidence in parenting and family support (measured by HO Citizenship Survey – baseline data available early 2002)	To increase levels of confidence in parenting and family support as measured by HO Citizenship Survey (HOCS)	Family support grant of £5.6 million helped some 60 projects to support parents during 2001-02. Target will be measured by comparing baseline data from HO citizenship survey with data from next survey in 2003
5. To increase public confidence in institutions of the state	Independent and fundamental review of coroners and related services	To complete the review and produce a report for Ministers	Detailed workplan has been drawn up and the report is now expected to reach the Ministers by the end of March 2003.
6. To provide effective regulation which balances public concern against the needs of industry/commerce/science	Percentage of licences (Animals (Scientific Procedures) Act 1986) and amendments completed to Code of Practice Standards	100%	94.5%
	No. of licensing decisions overturned by judicial review or other formal review	Zero	No JR cases before the courts
	No. of contact hours; no. of inspections; Reports of findings	5500 contact hours; 1850 visits of inspection, reports within 20 days	On target: 2032 visits of inspection 5803 contact hours; reports on time

The following tables set out Support Directorates progress against agreed targets and what Directorates will be doing during the coming year to achieve these targets.

**CDSG** – Corporate Development & Services Group

**PFPG** – Planning, Finance & Performance Group

**CD** – Communications Directorate

**RDS** – Research, Development & Statistics

**LAB** – Legal Adviser's Branch

**PO** – Private Office

<b>CDSG</b>			
To deliver best value personnel, information management and technology, security, accommodation and other support services; and lead business improvement, as a partner in achieving the Home Office aims and providing a better deal for staff.			
Objective/ supporting objective	Performance measure	Targets and Milestones	Latest Outturn
To provide best value personnel, information and technology, security, accommodation and other services that enable and support the achievement of the Home Office aims	Number and percentage of vacancies filled against total vacancies	20% within 4 weeks; 40% within 8 weeks; 90% within 12 weeks – December 2001	19% within 4 weeks 38% within 8 weeks 57% within 12 weeks
	Number of security clearances and the percentage completed within target	90% completed within 3 months for DV; 3 weeks for SC; 3 weeks for CTC; 1 weeks for BC(E) – March 2002	DV – 36% within 3 mths SC – 60% within 3 weeks CTC – 38% within 3 weeks BC(E) – 88% within 1 week
	Move towards electronic records by ensuring all newly created public records now electronically stored and accessed	PRO criteria for electronic management are met – March 2004	Plan to pilot project in coming year
	To deliver central London estate interim accommodation strategy	100% completion of priority 1 projects by March 2002	Slight slippage. Will be completed early in 2002/3
	To review the average number of working days sickness absence per staff year	Reduce by 33.7% to 6.8 days – December 2003. Reduce to 7.9 days by December 2001	7.84 days achieved during 2001/2
To lead and successfully manage the modernisation of the Home Office to enable it to work more effectively and develop a better deal for staff	Delivery of Achieving Through People programme, in line with action points for Civil Service Reform, including a better deal for staff	Delivery of programme aims	Ongoing
		65% of SCS to have experience outside of Whitehall and 75% to have experience outside the Home Office	59% of SCS have experience outside Whitehall; 63% of SCS have experience outside HO



Objective/ supporting objective	Performance measure	Targets and Milestones	Latest Outturn
	Dramatic improvement in diversity, as measured against a) the Home Secretary's race equality targets, and b) Cabinet Office diversity targets	For SCS targets are 35% women; 3.2% minority ethnic; 3% disabled	25.1% women; 2.2% minority ethnic; 0.9% disabled
	Business change programme managed effectively, in partnership with SIRIUS and to agreed contract timescales	Contract deliverables and achievement of individual project investment case milestones to the agreed quality and timescale	Ongoing
	Number of Home Office services capable of being transacted on-line: number of services reviewed against user views of the service provided	100% of services provided by the Home Office to citizens and business capable of being transacted on line	On course. 51% of Home Office services now available electronically
To maintain and promote the Department's environmental policies including its contribution to sustainable development	Annual energy consumption; waste reduction schemes and Green transport plans	Comply with Action Plan as agreed by Green Minister and review targets therein on a quarterly basis	Some slippage. Action plan now in place
	Raise awareness of sustainable development within the target	Raising awareness of sustainable development within department	Some slippage. Action Plan now in place

Objective/ supporting objective	Performance measure	Targets and Milestones	Latest Outturn
<b>Policy Development:</b> To help Home Office Ministers develop strategic and cross-cutting policy on priority issues, and support wider initiatives within the criminal justice system	To conduct major strategic and cross-cutting policy reviews to Ministerial satisfaction	On time and to specification. To Ministerial schedule	Several Reviews conducted, including on people trafficking and anti-social behaviour, to time and with broad ministerial endorsement
<b>Performance Improvement:</b> To enable the Department to plan, measure and improve its performance and manage risk in achieving its aims	Management and further development of strategic and business planning systems to the satisfaction of Ministers and Management Board	Produce HO Business Plan and Annual Report. Agreement of Ministers and Management Board by 03/2002 and published by 04/2002	Delayed by 2002 Budget. Publication on 30 May
	Manage further development and provision of strategic management information systems to the satisfaction of Ministers and Management Board	All systems established and running to user requirements. Revised quarterly reports to Management Board agreed by 06/2002	Ongoing
	Introduce improved business performance monitoring based on findings of Peer Review with the MoD	Q1 reports to Management Board to be in Balanced Scorecard format	Achieved
	The % of Department's measures to be managed by the new risk management strategy	100% of measures	A comprehensive risk management framework is being developed, which will apply to the delivery of all key targets and measures
	The % of professionally qualified procurement staff in designated posts	75% of staff in key designated posts to be qualified by 04/2004. 60% by 04/2002	Ongoing
	Obtain resources for 2003/ 04 to 2005/06 which meet HO requirements	Launch Departmental expenditure survey (SR2002). Lead and co-ordinate negotiations with HM Treasury	Ongoing
<b>Use of resources:</b> To ensure that resources are used with proper regard to propriety, regularity and value for money, and in compliance with Departmental Expenditure Limits; and maximise efficiency and productivity	Departmental Efficiency Strategy to ensure 3% annual efficiency gains realised across the Home Office	To ensure annual efficiency gains totalling 7m	On track outturn being assessed
	Secure the most beneficial outcome from the Finance Foundation Project (FFP)	A satisfactory Phase 2 report which reflects the Department's financial management needs	Ongoing

Objective/ supporting objective	Performance measure	Targets and Milestones	Latest Outturn
<b>Financial Accounting:</b> To account for the Department's expenditure and income, implement full resource accounting, and to ensure the Department's creditors are paid and debts collected	Unit cost of processed transactions	Below 00/01 baseline unit cost. Comparison of 2001/02 with previous year by 05/2002	Comprehensive package of performance measures developed for implementation on 1 April 2002
	Statutory Accounts 2000/01 completed and approved by NAO	Timetable met plus unqualified opinion	Accounts submitted in accordance with NAO time scale but qualified on irregularity relating to some payments made by Local Authorities
	Introduce resource accounting and budgeting to the Home Office  HO Resource Account 2000/01 completed and approved by NAO	100% Directorate compliance with monthly reporting requirements by March 2002  Account submitted to HMT timetable. Improved quality from 99/00 and a reduction in number of qualification issues from NAO	Largely achieved. Some quality issues remain to be resolved in 02/03  Achieved. Significant improvements recognised in C&AG's report

# CD

To deliver, as the centre of corporate communications by: working in partnership with the rest of the Home Office and its stakeholders; delivering a range of innovative communications solutions tailored to customer needs; championing the strategic difference that corporate communication makes to delivering the Home Office aims; developing our skills and services to reflect changing business needs and professional best practice.

Objective/ supporting objective	Performance measure	Targets and Milestones	Latest Outturn
To deliver a 24hr media advisory and handling service to ministers and officials in the Home Office and its agencies in all aspects of policy presentation	Improvement in service offered to media enquiries as measured by all calls answered within target	Calls to be answered within 20 seconds. 07:00-22:00 weekdays	Call answering targets met
	To increase customer satisfaction of quality, timeliness, accuracy and relevance of press releases	To achieve 10% improvement in customer satisfaction as defined in benchmark survey – Annual	Awaiting customer survey results to draw comparison. Survey delayed to allow more time for prison service press team to integrate with Press Office and build up staff numbers
	Impact of Home Office media coverage assessed through ongoing tracking of media message delivery	Annual improvement in positive “net effect” of media coverage of Home Office messages through “tracking” media coverage nationally and locally	Awaiting detailed quarterly report (available in May)
To devise, develop and implement corporate communications and publications strategies in order to deliver all aspects of Home Office aims and objectives	To devise and implement communication initiatives through paid publicity which contribute towards delivery of the Home Office objectives	Set for each campaign against the specific performance indicators including awareness, attitude, responses, etc. 1) Fire safety-smoke alarms, 2) police recruitment, 3) Crime reduction – vehicles	Achieved. (Fire Safety – smoke alarms now a DTLR responsibility.)
To deliver effective and efficient corporate internal communication	Improved levels of satisfaction with communication in the Home Office	Overall communication staff survey targets improve by 5%	Target achieved with overall communication staff survey targets improving by at least 5%, and a 22% increase in the number of staff agreeing that they are consulted on management decisions
	Introduce a two-way method of briefing and feedback (openHOUSE dialogue) that accords with good liP practice	60% of survey respondents feel satisfied with openHOUSE dialogue	42% of staff agreed that openHouse dialogue has helped encourage discussion
To strengthen communication between the Home Office and its stakeholders	Achieve improved level of satisfaction	Satisfaction levels of of stakeholders – March 2002	Stakeholder communication plans embedded in the delivery priorities communications strategy

Objective/ supporting objective	Performance measure	Targets and Milestones	Latest Outturn
	To provide a reliable and efficient information service to the Home Office and to the public	User satisfaction with public-facing internet Web sites for Home Office and Prison Service	User research undertaken in February 2002 shows regular and prolonged use of Web site by professional groups, implying satisfaction among this target group, but further research to quantify user satisfaction and examine non-use by general public is unfunded and unlikely before 2003 as a result
	To provide effective management of the Home Office Web site	Publish information on all areas of cross-departmental working where Home Office is a partner	Quality of information on Home Office site has improved considerably
		Populate Home Office GSI site with content of Horizon	
To ensure accurate and current information is held on Horizon intranet	Effectiveness of Horizon established through Directorates taking ownership and actively managing their information according to standards set and monitored by CD	50% of Directorates managing their information by October 2001	Ongoing. Horizon team now able to support Directorates who do not have a devolved editor
To facilitate effective electronic information ownership and sharing within the Home Office, the Knowledge Network and OGDs	Installation of an effective briefing database via central IT infrastructure across the office, supported by training provision. Preparation for Knowledge Network roll out of 10 other cross cutting applications across Government	Delivery of Lotus Notes BARD to all users requiring write access – ongoing. Delivery of read-only browser version of BARD to all Home Office POISE users – February 2002	Ongoing. BARD Core briefing is now available on the Knowledge Network. Browser version of BARD not yet delivered across the Home Office
To deliver an efficient and effective quality service responding to all forms of public enquiry	To achieve and maintain performance levels of 95% of correspondence (letter, faxes, emails) responded to within 20 working days. <b>SDA</b>	95% - December 2001 95%, with 80% of the 95% answered within 20 seconds – December 2001	Performance between April 2001 and February 2002 rose to 76%. (Information for March 2002 is being assessed.)
	To answer 95% of all calls to the public enquiry service with 80% of calls answered within 20 seconds. <b>SDA</b>	Full implementation of a new technology, process re-design and organisational change. Creation of a Customer Contact Centre to handle the majority of all customer contact work. – December 2001	92% of calls answered, with 83% in 20 seconds
	Customer Communication Foundation Project (part of Sirius) programme) will deliver systems and processes to enable SDA targets to be met	95% – March 2002	CCFP delayed and consideration is being given to alternative systems
	To achieve and maintain performance levels of 95% of MPs' correspondence (letters) responded to within 15 working days (20 days in the Prison Service)		15 working days; 35% of replies met target  20 working days; 69% of replies met target

# RDS

Research, Development and Statistics Directorate exists to improve policy making, decision making, decision taking and practice in support of the Home Office purpose and aims, to provide the public and Parliament with information necessary for informed debate and to publish information for future use.

Objective/ supporting objective	Performance measure	Targets and Milestones	Latest Outturn
Improve policy making and decision making, decision taking and practice in support of the Home Office purpose and aims.	Quality Assurance and measurability of existing performance targets	Annual review of targets. RDS produces quality assurance report of the consistency and measurability of existing performance targets	Review of High-Level PSA measures presented to the Home Office Ministerial Awayday. Input to the analysis of resources of the evidence base in SR2002
	Delivery of RDS Work Programme – Projects are completed in partnership to agreed timescales	90% of projects supporting delivery of the aims where acceptable first drafts are circulated within planned timescales (taking account of changes agreed with stakeholders within the lifetime of the project)	Of targets set in Unit Business plans for 2001/2002 a total of 513 out of 621 (83%) were fully or partially achieved
	Delivery of RDS Work Programme – information is made available to the public in a timely fashion	95% of projects supporting delivery of the aims where acceptable final drafts of results are submitted for publication within 6 months of the date on which the final report was circulated to policy partners	50 of a total of 82 planned publications for 2001/2 (61%) were published within 6 months of the circulation of the final draft to policy partner
	Delivery of RDS Work Programme – objective assessment that programme objectives are met	100% of policy partners satisfied with RDS work	Exception reporting – no projects identified in 2001/2 where partners identify stated objectives are not met
	Delivery of RDS work programme – assessment of the impact of the work	90% of projects supporting delivery of the aims where satisfactory post project assessment is available within 6 months of project completion	Evaluated as part of quarterly reporting procedures; new system in development
Provide the public and parliament with information necessary for informed debate and to publish information for future use	Regular Home Office Information Needs – RDS has systems to collect timely, robust and objective information	Complete rolling programme of reviews of statistical series (indicator is the percentage of planned reviews in the period that were completed)	Homicide and Motoring statistics reviews available on website for consultation. Review of Court statistics progressing according to agreed timescales. Ministerial approval obtained for implementation of Counting Crime review recommendations. Workload Projections review is now being implemented and new probation projection system is being produced

Objective/ supporting objective	Performance measure	Targets and Milestones	Latest Outturn
	Regular Home Office Information Needs – RDS statistical series conform to standards of the Government Statistical Service	Published statistics meet criteria of GSS code of Practice – exception reporting. Zero exceptions	Zero exceptions during 2001/2
	Regular Home Office Information Needs – RDS publishes statistics free of errors or revisions	Monitor number of revisions to final statistical outputs (exception reporting). Zero revisions of greater than +/- 1% to published data	Seven revisions to statistics data during 2001/2002
	RDS delivers objective GSS statistics within time scales agreed with policy partners	95% of GSS statistical publications planned and announced to ONS for the reporting period they were published	47% published as planned

# LAB

To support the delivery of the Home Office Aims and objectives by the provision of specific legal services to other parts of the Department. LAB provides a similar service to the Northern Ireland Office.

Objective/ supporting objective	Performance measure	Targets and Milestones	Latest Outturn
Delivery of Government and Private Members' Bills and the drafting of secondary legislation within agreed timetables	Level of client satisfaction as measured by client satisfaction survey annually	90%	97% (provisional figures)
Provision of legal advice to Ministers and officials in the Home Office; dealing effectively with domestic litigation, European Court of Human Rights and European Court of Justice cases and with other legal issues of a domestic or international dimension	Level of client satisfaction as measured by client satisfaction survey annually	90%	95% (provisional figures)
Provision of above services to Northern Ireland Office	Level of client satisfaction as measured by client satisfaction survey annually	90%	99% (provisional figures)



Private Office			
To support Ministers and the Permanent Secretary in the discharge of their Parliamentary and Departmental duties.			
Objective/ Supporting Objective	Performance Measure	Target	Latest Outturn
To provide an effective means of communication between Ministers and the department; other Government Departments; Parliament; other bodies; members of the public so as to ensure that the interests of the Home Office and Parliament are both protected in respect of Parliamentary business	95% of Parliamentary Questions (PQs) to be answered within target dates	All PQs to be answered within target time	46% of PQs answered within target
	Proportion of Ministerial correspondence replied to within 15 days excluding the Prison Service (20 days)	All Ministerial correspondence to be answered within 15 working days by April 2002	35% of Ministerial correspondence answered within target
Clearly and in good time, to provide Ministers and the Permanent Secretary with the information and advice they require to fulfil their duties and to provide, or enable the provision of personal support to Ministers to help them conduct Home Office business (transport, accommodation, protection for example)	Directorate satisfaction with response times in processing submissions etc and conveying Ministerial decisions/ comments	To maintain the percentage level of Directorate satisfaction with PO service above 90%	Private Office Customer Satisfaction Survey conducted in January 2002. 68% of respondents felt that Private Office provides sufficient response times in their dealings with Directorates with 85% feeling that Private Office provides clear briefs for work required  Action plan currently being devised to further improve service to Directorate
	Improve communications with the Department and OGDs by increased use of email, in line with e-Govt targets for greater use of electronic services	Survey used to check degree of success	68% of respondents felt that email is an effective means of communication with Private Office  Private Office Intranet site redesigned during 2001/02. 85% of respondents felt that the site has a clear structure with 100% finding it easy to locate

Private Office provides direct support to Ministers and the Permanent Secretary helping them to manage their workload to ensure that their policy and delivery objectives are achieved. Our job is to ensure that Ministers have the information and advice they need when they need it. We also help the rest of the Department to serve Ministers effectively by communicating clearly their views, concerns and requirements. An annual Customer Satisfaction Survey is conducted within the Department to monitor and improve our performance. Private Office is also outward-facing. We support Ministers in their work in Parliament and beyond, whether in debates, speeches or correspondence. Our role is to enable Ministers to provide MPs, organisations, and members of the public with the information they require in a timely fashion. We recognise that our performance in answering PQs and correspondence is not as good as it needs to be and we are working closely with directorates and with our business change and IT partners to improve the service we provide. Until the end of 2001, we held responsibility for Ministerial Correspondence. A major study carried out by Sirius has allowed new procedures, technology and organisations to be put into place. Later months have shown an improvement in performance to be continued in the next year by Direct Communications Unit (DCU) which has been newly established within Communication Directorate. We have also implemented an action plan to improve the timeliness of our responses to PQs.



section **six**

## Financial Tables



Building a safe, just and tolerant society

## Financial Tables

Six common core tables are included in the 2002 Home Office Departmental Report. They show the way in which the department is budgeted 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. The more technical budgetary material will be presented in (new) Supplementary Budgetary Information which will accompany the Home Office Main Estimate.

### **Table 1**

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

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

### **Tables 2 and 3**

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

### **Table 4**

sets out the cost of capital charges paid by the Home Office, that is to say, the economic cost of holding the assets.

### **Tables 5 and 6**

show the administration costs and staff numbers of the Home Office.

Table 1: Home Office Public Spending

	£millions					
	1998-99	1999-00	2000-01	2001-02	2002-2003	2003-04
	Outturn	Outturn	Outturn	Estimated outturn	Plans	Plans
<b>Consumption of resource</b>						
Reduction of crime and fear of crime (1)	4,029	3,917	4,137	4,651	4,751	4,704
Reduction of organised and international crime (2)	28	23	29	58	237	238
Ensuring the effective delivery of justice	303	353	392	366	473	464
Delivery of effective custodial and community sentences to reduce reoffending and protect the public (3)	2,430	2,428	2,679	3,048	3,146	3,293
Reducing the availability and abuse of dangerous drugs	1	6	6	82	97	97
Regulating entry to and settlement in the UK effectively, in the interests of sustainable growth and social inclusion (4)	378	797	1,339	1,590	983	1,075
Supporting strong and active communities in which people of all races and backgrounds are valued and participate on equal terms	146	103	82	69	84	110
Central Services	255	136	169	200	159	189
Emergency Planning	2	2	2	2	2	2
<b>Total Home Office resource budget</b>	<b>7,572</b>	<b>7,765</b>	<b>8,836</b>	<b>10,066</b>	<b>9,933</b>	<b>10,173</b>
<i>of which:</i>						
Home Office departmental expenditure limit (DEL)	6,795	7,043	8,400	9,557	9,386	9,607
AME Programmes (including receipts)	0	311	0	-10	-16	-16
Non-cash items in AME	776	411	437	518	562	581
<b>Capital spending:</b>						
Reduction of crime and fear of crime	167	177	226	441	510	460
Reduction of organised and international crime	0	0	1	25	28	29
Ensuring the effective delivery of justice	1	0	4	42	92	84
Delivery of effective custodial and community sentences to reduce reoffending and protect the public (5)	286	250	183	284	259	235
Regulating entry to and settlement in the UK effectively, in the interests of sustainable growth and social inclusion (6)	5	23	84	68	52	13
Supporting strong and active communities in which people of all races and backgrounds are valued and participate on equal terms	1	1	1	12	11	10
Central Services	20	39	20	23	19	18
<b>Total Home Office capital budget</b>	<b>480</b>	<b>490</b>	<b>518</b>	<b>895</b>	<b>971</b>	<b>850</b>
<i>of which:</i>						
Departmental Expenditure Limit (DEL)	472	458	502	873	955	835
Annually Managed Expenditure (AME)	8	32	16	21	16	15
<b>Total Public Spending by the Home Office</b>	<b>7,789</b>	<b>8,119</b>	<b>9,209</b>	<b>10,790</b>	<b>10,705</b>	<b>10,812</b>

(a) Total Public Spending calculated as the total of the resource budget plus the capital budget, less depreciation

(b) Most non-cash items AME will move into DEL when DEL is measured on a full RAB basis, after the 2002 Spending Review

(c) AME may contain spending other than non-cash items. A full breakdown of budgets into their DEL and AME and voted and non-voted components is contained in the Supplementary Budgetary Information publication which accompanies the Main Estimates

£180m allocated to the Home Office by the Chancellor in the Spring Budget announcement for Counter-terrorism, Street Crime and Prison population has not yet been voted by Parliament and is, therefore, not included in these figures.

Estimated outturn figures for 01/02 are based on January forecasts used in the Spring Budget Report. Final outturn in line with the Department's Resource Accounts will be available in June and will be reported in the Public Expenditure Outturn White Paper.

- (1) Certain Police projects managed by the Home Office, such as the Crime Fighting Fund, are partly funded by DTLR and the Welsh Assembly. Approximately £190m (net) was added to the baseline in 02/03 for the CFF. Contributions for 03/04 have yet to be brought to account in spending plans pending the Local Authority Settlement for that year.
- (2) The 01/02 figures include £16m allocated from the DEL Reserve for joined up Government action to tackle organised crime and to combat counter-terrorism following September 11th. A further £10.2m for organised crime and £24m for CT have yet to be brought to account in 02/03
- (3) 01/02 figures contain funding transferred from Other Govt Departments for the Education of Young Offenders, mentoring/volunteering project, Youth Offending Teams, Splash and youth inclusion projects. The sums to be transferred for these projects are agreed annually and brought to account through Supplementary Estimates
- (4) Figures for 00-01 and 01-02 show in-year additions to baseline, £609 and £793m respectively, from the DEL Reserve to fund additional asylum costs. Figures for 02/03 show only the sums which have been brought to account through Parliamentary Estimates. Supplementary Estimates will be laid in year. Figures for 03/04 reflect the spending plans set in the 2000 Spending Review.
- (5) Figures for 01/02 were increased by £62m as a result of an accounting adjustment to record the value of a PFI prison brought on to the Balance Sheet. The figure of £224m shown for 02/03 includes an extra-ordinary receipt for the sale of land.
- (6) The figure for 01/02 includes the capital element of the Reserve claim. 02/03 show only the sums which have been brought to account through Parliamentary Estimates. Supplementary Estimates will be laid in year.

**Table 1: Home Office Public Spending**

	1998-99	1999-00	2000-01	2001-02
	Outturn	Outturn	Outturn	Estimated outturn
<b>Local Authority Spending on police and other functions relevant to the Home Office</b>				
Current spending	7,637	8,023	8,271	8,384
<i>of which:</i>				
financed by grants from Home Office (7)	4,067	4,096	4,309	4,098
Capital spending	189	183	199	261
<i>of which:</i>				
financed by grants from Home Office	161	161	160	168

(7) The outturn for 01/02 is based on provisional estimates supplied by Police Authorities. Final outturn is dependent on returns supplied by Local Authorities.

	1998-99	1999-00	2000-01	2001-02
	Outturn	Outturn	Outturn	Estimated outturn
<b>Expenditure by Home Office and Local Police Authorities on Policing Activities</b>				
Current and Capital spending	7,496	7,796	8,191	9,385

(1) Includes Expenditure on Crime Reduction

(2) This figure includes Home Office expenditure outside of England and Wales

**Table 2: Home Office Resource Budget**

	1998-99	1999-00	2000-01	2001-02	2002-2003	2003-04
	Outturn	Outturn	Outturn	Estimated Outturn	Plans	Plans
	£millions					
<b>Reduction of Crime and the fear of crime</b>	<b>4,029</b>	<b>3,917</b>	<b>4,137</b>	<b>4,651</b>	<b>4,751</b>	<b>4,704</b>
Police (inc grants) (1)	3,935	3,862	4,094	4,478	4,485	4,437
Police Information Technology Organisation	48	42	39	25	27	24
Police Complaints Authority	3	7	4	5	4	4
Criminal Record Bureau	0	0	0	33	4	4
Crime Reduction	0	0	0	111	172	176
Central Police Training	0	0	0	0	59	59
Firearms Compensation	42	6	0	0	0	0
<b>Reduction of Organised Crime &amp; Int Crime</b>	<b>28</b>	<b>23</b>	<b>29</b>	<b>58</b>	<b>237</b>	<b>238</b>
Organised Crime, Drugs & International Group (2)	28	23	29	58	43	45
National Criminal Intelligence Service	0	0	0	0	61	61
National Crime Squad	0	0	0	0	133	133
<b>Ensuring the effective delivery of Justice</b>	<b>303</b>	<b>353</b>	<b>392</b>	<b>366</b>	<b>473</b>	<b>464</b>
Criminal Cases Review Commission	6	6	6	8	8	6
Criminal Injuries Compensation	217	227	231	244	213	213
Criminal Policy Group	80	120	155	114	252	246

£180m allocated to the Home Office by the Chancellor in the Spring Budget announcement for Counter-terrorism, Street Crime and Prison population has not yet been voted by Parliament and is, therefore, not included in these figures.

Estimated outturn figures for 01/02 are based on January forecasts used in the Spring Budget Report. Final outturn in line with the Department's Resource Accounts will be available in June and will be reported in the Public Expenditure Outturn White Paper.

(1) Certain Police projects managed by the Home Office, such as the Crime Fighting Fund, are partly funded by DTLR and the Welsh Assembly. Approximately £190m (net) was added to the baseline in 02/03 for the CFF. Contributions for 03/04 have yet to be brought to account in spending plans pending the Local Authority Settlement for that year.

(2) The 01/02 figures include £16m allocated from the DEL Reserve for joined up Government action to tackle organised crime and to combat counter-terrorism following September 11th. A further £10.2m for organised crime and £24m for CT have yet to be brought to account in 02/03

Table 2: Home Office Resource Budget

	£millions					
	1998-99	1999-00	2000-01	2001-02	2002-2003	2003-04
	Outturn	Outturn	Outturn	Estimated Outturn	Plans	Plans
<b>Delivering effective custodial and community sentences to reduce reoffending and protect the public</b>	<b>2,430</b>	<b>2,428</b>	<b>2,679</b>	<b>3,048</b>	<b>3,146</b>	<b>3,293</b>
Prison Service	2,101	2,050	2,057	2,166	2,242	2,326
Probation	328	347	409	590	628	754
Youth Justice Board	1	31	213	291	277	214
<b>Reducing the availability and abuse of dangerous drugs</b>	<b>1</b>	<b>6</b>	<b>6</b>	<b>82</b>	<b>97</b>	<b>97</b>
Police and Crime Reduction Group	1	1	1	51	65	65
Criminal Police and Programme						
Prison Service						
Youth Justice Board	0	5	5	6	9	9
Probation	0	0	0	16	16	16
Organised Crime Drugs & International group	0	0	0	2	2	2
National Criminal Intelligence Service						
National Crime Squad						
Research and Statistics	0	0	0	6	5	5
<b>Regulating entry to and settlement in the UK</b>	<b>378</b>	<b>797</b>	<b>1,339</b>	<b>1,590</b>	<b>983</b>	<b>1,075</b>
Immigration and Nationality Directorate	321	784	1,335	1,590	986	1,077
UK Passport Agency	57	-2	-10	-4	-6	-5
Office of the Immigration Service Commissioner	0	0	1	3	3	3
Kosovan Evacuees	0	14	13	0	0	0
<b>Supporting strong and active communities in which people of all races and backgrounds are valued and social inclusion</b>	<b>146</b>	<b>103</b>	<b>82</b>	<b>69</b>	<b>84</b>	<b>110</b>
Community Policy Directorate	128	86	65	48	63	89
Commission for Racial Equality	18	17	17	20	20	20
Community Development Foundation	1	1	1	1	1	1
<b>Central Services</b>	<b>257</b>	<b>137</b>	<b>170</b>	<b>202</b>	<b>161</b>	<b>191</b>
Central Services	237	119	143	166	134	146
Departmental Unallocated Provision	0	0	0	9	11	29
Research and Statistics Directorate	18	17	25	25	14	14
Emergency Planning	2	2	2	2	2	2
<b>Total Home Office Resource Budget</b>	<b>7,572</b>	<b>7,765</b>	<b>8,836</b>	<b>10,066</b>	<b>9,933</b>	<b>10,173</b>
<i>of which:</i>						
Departmental Expenditure Limit	6,795	7,043	8,400	9,557	9,386	9,607
Annually Managed Expenditure Programmes (inc Receipts)	-1	312	1	-9	-15	-15
Non-cash items in AME	777	410	436	517	562	580
<i>of which:</i>						
Depreciation	263	135	145	170	198	210
Cost of capital charges	514	273	273	341	362	371
Changes in provision and other charges	0	1	18	6	1	-1

(3) 01/02 figures contain funding transferred from Other Govt Departments for the Education of Young Offenders, mentoring/volunteering project, Youth Offending Teams, Splash and youth inclusion projects. The sums to be transferred for these projects are agreed annually and brought to account through Supplementary Estimates

(4) Figures for 00-01 and 01-02 show in-year additions to baseline, £609 and £793m respectively, from the DEL Reserve to fund additional asylum costs. Figures for 02/03 show only the sums which have been brought to account through Parliamentary Estimates. Supplementary Estimates will be laid in year. Figures for 03/04 reflect the spending plans set in the 2000 Spending Review.

**Table 3: Home Office Capital Budget**

	£millions					
	1998-99	1999-00	2000-01	2001-02	2002-2003	2003-04
	Outturn	Outturn	Outturn	Estimated Outturn	Plans	Plans
<b>Capital spending by activity:</b>						
<b>Reduction of crime and the fear of crime</b>	<b>167</b>	<b>177</b>	<b>226</b>	<b>441</b>	<b>510</b>	<b>460</b>
<i>of which:</i>						
Police (inc grants)	154	162	174	277	429	365
Crime Reduction	0	0	0	75	63	79
Police Information Technology Organisation	13	15	53	89	17	16
Police Complaints Authority	0	0	0	0	0	0
Criminal Record Bureau	0	0	0	1	1	1
<b>Reduction of organised and international crime</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>25</b>	<b>28</b>	<b>29</b>
<i>of which:</i>						
Organised Crime, Drugs & International Group	0	0	1	25	7	8
National Criminal Intelligence Service	0	0	0	0	13	13
National Crime Squad	0	0	0	0	8	8
<b>Ensuring the effective delivery of justice</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>42</b>	<b>92</b>	<b>84</b>
<i>of which:</i>						
Criminal Cases Review Commission	0	0	0	0	0	0
Criminal Injuries Compensation	1	0	0	0	0	0
Criminal Policy Group	0	0	4	41	92	84
<b>Delivering effective custodial and community sentences to reduce reoffending and protect the public</b>	<b>286</b>	<b>250</b>	<b>183</b>	<b>284</b>	<b>259</b>	<b>235</b>
<i>of which:</i>						
Prison Service (5)	266	230	167	245	224	204
Probation	20	17	16	36	34	30
Youth Justice Board	0	4	0	3	2	2
<b>Regulating entry to and settlement in the UK effectively, in the interest of sustainable growth and social inclusion</b>	<b>5</b>	<b>23</b>	<b>84</b>	<b>68</b>	<b>52</b>	<b>13</b>
<i>of which:</i>						
Immigration and Nationality Directorate (6)	4	21	73	61	42	5
Office of the Immigration Service Commissioner	0	0	1	0	0	0
UK Passport Agency	1	2	10	7	10	8
<b>Supporting strong and active communities in which people of all races and backgrounds are valued and participate on equal teams</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>12</b>	<b>11</b>	<b>10</b>
<i>of which:</i>						
Commission for Racial Equality	0	0	0	0	0	0
Community Development Foundation	0	0	0	0	0	0
Community Policy Directorate	0	0	0	12	10	10
<b>Central Services</b>	<b>20</b>	<b>39</b>	<b>20</b>	<b>23</b>	<b>19</b>	<b>18</b>
<i>of which:</i>						
Central Services	20	39	19	22	17	16
Departmental Unallocated Provision	0	0	0	0	2	2
Research and Statistics Directorate	0	0	0	0	0	0
<b>Total Home Office capital budget</b>	<b>480</b>	<b>490</b>	<b>518</b>	<b>895</b>	<b>971</b>	<b>850</b>
<i>of which:</i>						
Home Office Departmental Expenditure Limit (DEL)	472	458	502	873	955	835

£180m new money allocated to the Home Office by the Chancellor in the Spring Budget announcement has not yet been voted by Parliament and is, therefore, not included in these figures.

Estimated outturn figures for 01/02 are based on January forecasts used in the Spring Budget Report. Final outturn in line with the Department's Resource Accounts will be available in June and will be reported in the Public Expenditure Outturn White Paper.

(5) Figures for 01/02 were increased by £62m as a result of an accounting adjustment to record the value of a PFI prison brought on to the Balance Sheet. The figure of £224m shown for 02/03 includes an extra-ordinary receipt for the sale of land.

(6) The figure for 01/02 includes the capital element of the Reserve claim. 02/03 show only the sums which have been brought to account through Parliamentary Estimates. Supplementary Estimates will be laid in year.



Table 4: Department of Trade &amp; Industry Capital Employed

	£millions					
	1998-99	1999-00	2000-01	2001-02	2002-2003	2003-04
	Outturn	Outturn	Outturn	Estimated Outturn	Plans	Plans
<b>Assets on Balance sheet at Start of Year :</b>						
<b>Fixed Assets</b>						
<i>of which:</i>						
Land & Buildings	4,086	4,602	4,597	4,785	4,941	4,879
Plant & Machinery	29	32	112	125	130	179
Vehicles	22	20	12	7	7	14
Computers	74	84	29	5	41	105
Current Assets	186	774	362	362	350	349
Creditors ( < 1 Year )	-197	-868	-671	-169	-147	-154
Creditors ( > 1 Year )	0	0	-244	-317	-294	-271
Provisions	-81	-249	-44	-38	-38	-38
<b>Capital employed within Main Department</b>	<b>4,119</b>	<b>4,395</b>	<b>4,152</b>	<b>4,762</b>	<b>4,991</b>	<b>5,065</b>
NDPB net assets	91	95	100	107	151	141
Public corporation Net Assets	8	-6	-4	0	0	0
<b>Total capital employed in Departmental Group</b>	<b>98</b>	<b>89</b>	<b>96</b>	<b>107</b>	<b>151</b>	<b>141</b>

**Table 5: Home Office Administration cost**

	£millions					
	1998-99	1999-00	2000-01	2001-02	2002-2003	2003-04
	Outturn	Outturn	Outturn	Estimated outturn	Plans	Plans
<b>Summary</b>						
<b>Gross Administration Costs:</b>						
Paybill	1,343	1,351	1,479	1,833	1,793	1,893
Other	1,723	1,266	1,536	1,647	1,796	1,880
<b>Total Administration Costs:</b>	<b>3,066</b>	<b>2,618</b>	<b>3,015</b>	<b>3,480</b>	<b>3,589</b>	<b>3,772</b>
Related Receipts	-20	-211	-376	-454	-588	-631
<b>Net Expenditure</b>	<b>3,046</b>	<b>2,407</b>	<b>2,639</b>	<b>3,026</b>	<b>3,000</b>	<b>3,141</b>
<b>Control and Limits:</b>						
Gross controlled administration costs limits	2,294	1,999	2,216	2,539	2,484	2,602
Non-cash administration costs	745	403	411	489	517	539
<b>Total administration Cost Breakdown</b>	<b>3,046</b>	<b>2,407</b>	<b>2,639</b>	<b>3,026</b>	<b>3,000</b>	<b>3,141</b>
Reduction of crime and the fear of crime	252	81	100	146	95	96
Reduction of crime and international crime	19	14	15	40	31	35
Ensuring the effective delivery of justice	105	21	36	40	50	54
Delivering effective custodial and community sentences to reduce reoffending and protect the public	1,985	1,933	1,928	2,058	2,128	2,210
Reducing the availability and abuse of dangerous drugs	1	1	1	14	14	14
Regulating entry to and settlement in the UK effectively, in the interests of sustainable growth and social inclusion	427	234	431	559	525	544
Supporting strong and active communities in which people of all races and backgrounds are valued and participate	15	10	12	7	7	7
Central Services	240	111	115	161	149	179
Emergency planning	2	2	2	2	2	2
<b>Gross Control Areas:</b>						
Police and crime reduction	83	72	92	86	91	91
Organised crime and international	17	14	15	40	31	35
Criminal policy and programmes	35	16	25	24	25	24
Criminal Records Bureau(CRB)	0	0	0	33	4	4
Probation HQ	0	0	0	10	9	9
Community policy	15	10	12	6	6	6
Immigration and nationality	241	231	434	546	510	521
Research and statistics	11	10	12	12	9	9
Central services	73	90	113	148	142	171
Emergency Planning	2	2	2	2	2	2
Prison Service	1,598	1,585	1,685	1,801	1,861	1,934
<b>Total admin cost limit for Gross controlled areas</b>	<b>2,076</b>	<b>2,030</b>	<b>2,390</b>	<b>2,709</b>	<b>2,691</b>	<b>2,808</b>
<b>Net Control Areas:</b>						
UK Passport Agency	57	-1	-5	-3	-6	-4
Forensic Science – Trading Fund Status from 1999 onward	65	-	-	-	-	-
<b>Total admin cost limit for Net controlled areas</b>	<b>122</b>	<b>-1</b>	<b>-5</b>	<b>-3</b>	<b>-6</b>	<b>4</b>

**Table 6: Staffing Levels 2001-02**

Staffing Levels 2001-02 (rounded estimate)				
Area	Staff	Overtime	Casuals	Total
<i>Home Office Other than agencies</i>				
Criminal Policy Group (CPG)	382	9	33	424
Police and Crime Reduction Group (PRG)	1,171	3	30	1,204
Organised Crime, Drugs, and International Group (OCDIG)	208	0	2	210
Immigration and Nationality Directorate (IND)	9,477	81	163	9,721
Fire and Emergency Planning Directorate (F &EPD) (1)	81	0	0	81
Constitutional and Community Policy Directorate (CCPD)	192	0	2	194
Research, Development and Statistics (RDS)	367	0	31	398
Corporate Development and Services Group (CDCG) (incHOPPS)	826	1	27	854
Planning Finance and Performance Group (PFPG)	212	1	4	217
Legal advisors	55	0	0	55
Ministerial secretariat	97	5	0	102
Communications Directorate (CD)	181	2	11	194
<b>TOTAL</b>	<b>13,249</b>	<b>102</b>	<b>303</b>	<b>13,654</b>
Prison Service	42,057	–	1,116	43,173
United Kingdom Passport and Records Agency	2,132	–	166	2,298
Forensic Science Service	2,376	89	17	2,482
Fire Service College	113	–	6	119
<b>Total Home Office</b>	<b>59,927</b>	<b>191</b>	<b>1,608</b>	<b>6,1726</b>

Senior Civil Service Pay bands and Numbers		
Pay Band Pay	Range (£) from 1 April 2001	Number in Range
1	44,038 – 69,178	85
2	48,552 – 77,869	44
3	53,534 – 87,598	12
4	59,088 – 98,494	26
5	64,768 – 104,292	7
6	70,905 – 110,428	7
7	77,635 – 116,904	5
8	84,811 – 123,856	0
9	92,696 – 131,276	1
Permanent Secretaries	104,292 – 179,022	1

## Public Appointments

Details of appointments made in 2001 to non-departmental public bodies and other public bodies for which the Home Office has responsibility are set out below.

Re-appointments are denoted by the symbol\*.

## Non-Departmental Public Bodies (NDPBs)

Executive NDPBs			
Name of Appointee	Length of term	Full-time/Part-time	Remuneration
<b>Alcohol Education and Research Council*</b>			
<i>Members</i>			
Prof Ilana Crome	3 years from Apr 2001	Part-time	Expenses only
Mr Christopher Harraway	3 years from Apr 2001	Part-time	Expenses only
Ms Angela Pedlow	3 years from Apr 2001	Part-time	Expenses only
+Responsibility for this body transferred to the Dept for Culture, Media and Sport wef 7 June 2001			
<b>Commission for Racial Equality</b>			
No appointments made in 2001.			
<b>Community Development Foundation</b>			
<i>Chair</i>			
Mr Eddie O'Hara MP*	2 years from Jan 2001	Part-time	Expenses only
<i>Trustees</i>			
Mr Suhail Aziz*	2 years from Jan 2001	Part-time	Expenses only
Mr Damian Green*	2 years from Jan 2001	Part-time	Expenses only
Mr Sharma Surinder*	2 years from Jan 2001	Part-time	Expenses only
<b>Criminal Cases Review Commission</b>			
No appointments made in 2001.			
<b>Criminal Injuries Compensation Authority</b>			
No appointments made in 2001.			
<b>Gaming Board for Great Britain+</b>			
<i>Chair</i>			
Mr Peter Dean*	5 years from June 2001	Part-time	£39,922 per annum
<i>Members</i>			
Mr Robert Lockwood	4 years from Jan 2001	Part-time	£15,968 per annum
+Responsibility for this body transferred to the Dept for Culture, Media and Sport wef 7 June 2001			
<b>Horserace Betting Levy Board+</b>			
<i>Members</i>			
Sir John Robb	1 year from Jan 2001	Part-time	£19,800 per annum
+Responsibility for this body transferred to the Dept for Culture, Media and Sport wef 7 June 2001			

Executive NDPBs			
Name of Appointee	Length of term	Full-time/Part-time	Remuneration
<b>Horse Race Totalisator Board+</b>			
No appointments made by Home Office Ministers in 2001.			
+Responsibility for this body transferred to the Dept for Culture, Media and Sport wef 7 June 2001			
<b>Office of the Information Commissioner+</b>			
No appointments made by Home Office Ministers in 2001.			
+Responsibility for this body transferred to the Dept for Culture, Media and Sport wef 7 June 2001			
<b>Office of the Immigration Services Commissioner</b>			
No appointments made in 2001.			
<b>Parole Board</b>			
<i>Members</i>			
Mr Kofi Appiah LLB*	3 years from Aug 2001	Part-time	£185 per day plus expenses
Dr Ann Barker	3 years from Sep 2001	Part-time	£270 per day plus expenses
Mrs Ann Barker PhD JP*	2 years from Sep 2001	Full-time	£185 per day plus expenses
Dr Claire Barkley	3 years from Sep 2001	Part-time	£270 per day plus expense
Judge J G Boal	3 years from Sep 2001	Part-time	Nil
Dr Lawrence Chesterman	3 years from Sep 2001	Part-time	£270 per day plus expenses
His Hon. Jeremy Connor*	3 years from Aug 2001	Part-time	Nil
Judge Keith Cutler	3 years from Sep 2001	Part-time	Nil
Dr Susan Davenport*	3 years from Aug 2001	Part-time	£270 per day plus expenses
Ms Josephine Dobry	3 years from Sep 2001	Part-time	£185 per day plus expenses
Mrs Diana Fulbrook	3 years from Sep 2001	Part-time	£185 per day plus expenses
The Hon. Mr William Gage	3 years from Feb 2001	Part-time	Nil
Mrs Jane Geraghty	3 years from Sep 2001	Part-time	£185 per day plus expenses
Judge Gareth Hawkesworth	3 years from Sep 2001	Part-time	Nil
Dr Carol Hedderman	3 years from Sep 2001	Part-time	£270 per day plus expenses
Mr Michael Hennessey*	3 years from Sep 2001	Part-time	£185 per day plus expenses
Ms Lesley Hilton	3 years from Sep 2001	Part-time	£185 per day plus expenses
Her Hon Estella Hindely QC*	3 years from Aug 2001	Part-time	Nil
Dr Chris Hunter MB BS FRCPsych*	3 years from Sep 2001	Part-time	£270 per day plus expenses
Dr Ardash Kaul	3 years from Sep 2001	Part-time	£270 per day plus expenses
Ms Assia King*	3 years from Aug 2001	Part-time	£185 per day plus expenses
Prof Roy King	3 years from Sep 2001	Part-time	£185 per day plus expenses
His Hon Timothy Lawrence*	3 years from Aug 2001	Part-time	Nil
Judge Kerry MacGill	3 years from Sep 2001	Part-time	Nil
Dr Judith MacKenzie*	3 years from Aug 2001	Part-time	£270 per day plus expenses
Mr Robert Mathers*	3 years from Aug 2001	Part-time	£185 per day plus expenses
Dr David Mawson*	3 years from Sep 2001	Part-time	£270 per day plus expenses
His Hon John McNaught*	3 years from Sep 2001	Part-time	Nil
Mr Stephen Murphy*	3 years from Oct 2001	Part-time	£185 per day plus expenses
Mr David Mylan	3 years from Sep 2001	Part-time	£185 per day plus expenses
Dr Richard O'Flynn	3 years from Sep 2001	Part-time	£270 per day plus expenses
Mr Peter Palmer JP*	3 years from Oct 2001	Part-time	£185 per day plus expenses
Mrs Sylvia Peach OBE JP*	3 years from Sep 2001	Part-time	£185 per day plus expenses
Mr Anthony Pembroke*	3 years from Aug 2001	Part-time	£185 per day plus expenses
Mr Mohammed Pirani*	3 years from Aug 2001	Part-time	£185 per day plus expenses
Mrs Judith Pitchers MBE JP*	3 years from Aug 2001	Part-time	£185 per day plus expenses
His Hon David Pugsley*	3 years from Aug 2001	Part-time	Nil

## Executive NDPBs

Name of Appointee	Length of term	Full-time/Part-time	Remuneration
<b>Parole Board (contd)</b>			
<i>Members</i>			
Judge Stephen Robbins	3 years from Sep 2001	Part-time	Nil
Prof Andrew Rutherford	3 years from Sep 2001	Part-time	£185 per day plus expenses
Dr Abdul Sheikh*	3 years from Aug 2001	Part-time	£270 per day plus expenses
Mr John Staples	3 years from Aug 2001	Part-time	£185 per day plus expenses
Mrs Jo Turnbull JP LLB*	3 years from Sep 2001	Part-time	£185 per day plus expenses
Ms Mollie Weatheritt*	3 years from Aug 2001	Full-time	£185 per day plus expenses
Dr Simon Wood*	3 years from Aug 2001	Part-time	£270 per day plus expenses
Dr Anne Worrall	3 years from Sep 2001	Part-time	£270 per day plus expenses
<b>Police Complaints Authority</b>			
<i>Deputy Chair</i>			
Mr Ian Bynoe*	2 years from May 2001	Full-time	£59,696 per annum
<i>Members</i>			
Mrs Ann Barker	3 years from Dec 2001	Full-time	£51,023 per annum
Ms Deborah Glass	3 years from Apr 2001	Full-time	£51,023 per annum
Miss Sally Hawkins	3 years from Sep 2001	Part-time	£25,512 per annum
Ms Diane Hughes	3 years from Apr 2001	Full-time	£51,023 per annum
Ms Mehmuda Mian*	16 months from Nov 2001	Full-time	£51,023 per annum
Mr David Petch	2 years from Mar 2001	Full-time	£51,023 per annum
Mr Leo Pilkington	3 years from Apr 2001	Full-time	£51,023 per annum
Mrs Elaine Rassaby	3 years from Sep 2001	Part-time	£25,512 per annum
Mrs Jennifer Rogers	3 years from Sep 2001	Full-time	£51,023 per annum
Mrs Susan Swindell	3 years from Apr 2001	Full-time	£51,023 per annum
Mr Marcus Williams	3 years from Dec 2001	Full-time	£51,023 per annum
Ms Nicola Williams	3 years from Sep 2001	Full-time	£51,023 per annum
<b>Police Information Technology Organisation</b>			
<i>Chair</i>			
Lt. Gen Sir Edmund Burton KBE	2 years from Jan 2001	Part-time	£120,000 per annum plus expenses
<i>Members</i>			
Dr Gordon Thomas (ex officio)	6 months from Jan 2001	Part-time	Nil
Mr Anthony Whitehead (ex officio)	3 years from Jul 2001	Part-time	Nil
Mr Peter Wilson	3 years from Aug 2001	Part-time	Expenses only
<b>Youth Justice Board for England and Wales</b>			
<i>Members</i>			
Mr Cedric Fullwood CBE*	3 years from Sep 2001	Part-time	£144.00 per day plus expenses
Ms Joyce Moseley*	3 years from Sep 2001	Part-time	£144.00 per day plus expenses
Mrs Annabella Scott JP*	3 years from Sep 2001	Part-time	£144.00 per day plus expenses
Dr Howard Williamson BSc PhD	3 years from Oct 2001	Part-time	£144.00 per day plus expenses
Mr Charles Wilson*	3 years from Sep 2001	Part-time	£144.00 per day plus expenses

Advisory NDPBs			
Name of Appointee	Length of term	Full-time/Part-time	Remuneration
<b>Advisory Board on Restricted Patients</b>			
<i>Members</i>			
Her Hon Elisabeth Fisher*	3 years from Mar 2001	Part-time	Expenses only
<b>Advisory Council on the Misuse of Drugs</b>			
No appointments made in 2001.			
<b>Animal Procedures Committee</b>			
<i>Members</i>			
Prof Robin Dunbar*	3 years from January 2001	Part-time	Expenses only
Dr Michael Festing	4 years from August 2001	Part-time	Expenses only
Mr John Gregory*	3 years from January 2001	Part-time	Expenses only
Dr Robert Hubrecht	4 years from August 2001	Part-time	Expenses only
Dr Timothy Morris	4 years from August 2001	Part-time	Expenses only
<b>Firearms Consultative Committee</b>			
<i>Members</i>			
Mr David Henderson (ex officio)	1 year from Feb 2001	Part-time	Nil
<b>Parliamentary Boundary Commission for England+</b>			
No appointments made by Home Office Ministers in 2001.			
+Responsibility for this body transferred to the Dept for Transport, Local Government and the Regions wef 7 June 2001			
<b>Parliamentary Boundary Commission for Wales+</b>			
<i>Deputy Chair</i>			
Mr Justice Stephen Richards	5 years from Apr 2001	Part-time	Expenses only
+Responsibility for this body transferred to the Dept for Transport, Local Government and the Regions wef 7 June 2001			
<b>Poisons Board</b>			
No appointments made in 2001			
<b>Police Negotiating Board</b>			
No appointments made in 2001.			
<b>Prison/Probation Accreditation Panel</b>			
<i>Member</i>			
Ms Elizabeth Barnard (ex officio)	3 years from Oct 2001	Part-time	Nil
Prof Rod Morgan (ex officio)	3 years from Oct 2001	Part-time	Nil
<b>Race Relations Forum†</b>			
<i>Members</i>			
Mr Marsh Singh MP	1 year from Jan 2001	Part-time	Expenses only
†Chair is the Home Secretary			
<b>Sentencing Advisory Panel</b>			
<i>Members</i>			
Mr Michael Morgan	14 months from Apr 2001	Part-time	£150 per day plus expenses

C. Tribunals			
Name of Appointee	Length of term	Full-time/Part-time	Remuneration
<b>Criminal Injuries Compensation Appeals Panel</b>			
<i>Members</i>			
Mr David Brown*	1 year from Apr 2001	Part-time	£325 per day plus expenses
Dr Ann Fingret*	1 year from Apr 2001	Part-time	£325 per day plus expenses
Dr Eric Godfrey*	1 year from Apr 2001	Part-time	£325 per day plus expenses
Mr Frank Howard*	1 year from Apr 2001	Part-time	£325 per day plus expenses
Ms Geraldine Lindley*	1 year from Apr 2001	Part-time	£325 per day plus expenses
Mr H Harley Lumsden*	1 year from Apr 2001	Part-time	£325 per day plus expenses
Dr John Miles*	1 year from Apr 2001	Part-time	£325 per day plus expenses
Mr Terence Molloy*	1 year from Apr 2001	Part-time	£325 per day plus expenses
<b>Data Protection Tribunal+</b>			
No appointments made by Home Office Ministers in 2001			
+ Responsibility for this body transferred to the Lord Chancellor's Dept wef 7 June 2001			
<b>Horsrace Betting Levy Appeals Tribunal for England and Wales+</b>			
No appointments made by Home Office Ministers in 2001.			
+ Responsibility for this body transferred to the Dept for Culture, Media and Sport wef 7 June 2001			
<b>Investigatory Powers Tribunal</b>			
No appointments made in 2001.			
<b>Misuse of Drugs Advisory Board</b>			
No appointments made in 2001.			
<b>Misuse of Drugs Professional Panel</b>			
No appointments made in 2001.			
<b>Misuse of Drugs Tribunal</b>			
No appointments made in 2001.			
<b>Office of the Surveillance Commissioners</b>			
<i>Chief Surveillance Commissioner</i>			
Th Rt. Hon. Andrew Leggatt*	3 years from Jul 2001	Part-time	£95,490 per annum
<i>Surveillance Commissioners</i>			
Sir Charles McCollough	3 years from Feb 2001	Part-time	£23,042 per annum
The Rt. Hon Sir Michael Hutchison	3 years from Feb 2001	Part-time	£23,042 per annum
The Rt. Hon Sir Philip Otton	3 years from Feb 2001	Part-time	£23,042 per annum
The Rt. Hon Sir John MacDermott	3 years from Feb 2001	Part-time	£23,042 per annum
The Rt. Hon Lord Sutherland	3 years from Feb 2001	Part-time	£23,042 per annum
The Rt. Hon Lord Bonomy	3 years from Feb 2001	Part-time	£23,042 per annum
<i>Assistant Surveillance Commissioners</i>			
Lord Colville of Culross QC	3 years from May 2001	Part-time	£33,140 per annum
His Hon. John Fordham	3 years from May 2001	Part-time	£33,140 per annum
His Hon. Colin Kolbert	3 years from May 2001	Part-time	£33,140 per annum
<b>Police Arbitration Tribunal</b>			
No appointments made in 2001.			
<b>Police Discipline Appeals Tribunal</b>			
<i>Members</i>			
Mr Ian Westwood	4 years from Jul 2001	Part-time	£182 per day plus expenses



## OTHER NDPBS

### Boards of Visitors to Penal Establishments

There were 810 appointments during 2001, of which 522 were re-appointments. Because of personal security considerations, the names of members of Boards of Visitors are not routinely made available. Board members are appointed for a maximum of three years up to the triennial review date of the Board on which they serve. Board members are paid travel and subsistence and can claim for any financial loss they suffer as a result of carrying out their duties.

Other public bodies			
Name of Appointee	Length of term	Full-time/Part-time	Remuneration
<b>Advisors to the Home Secretary on Representations against Exclusion under the Prevention of Terrorism Act 1989</b>			
No appointments made in 2001. These posts were abolished in March 2001.			
<b>Annual Reviewer of the Operation of the Prevention of Terrorism Act 1989</b>			
No appointments made in 2001. This post was abolished in April 2001.			
<b>Annual Reviewer of the Terrorism Act 2000</b>			
<i>Reviewer</i>			
Lord Carlile of Berriew QC	3 years from Nov 2001	Part-time	£452 per day plus expenses
<b>Annual Reviewer of part 4 of Anti-Terrorism, Crime and Security Act 2001</b>			
Lord Carlile of Berriew QC	14 months from Nov 01	Part-time	£452 per day plus expenses
<b>Annual Reviewer of the Criminal Justice (Conspiracy and Terrorism) Act 1998</b>			
Lord Carlile of Berriew QC	3 years from Nov 2001	Part-time	£452 per day plus expenses
<b>Asylum Support Adjudicators</b>			
No appointments made in 2001.			
<b>Charity Commission</b>			
Ms Julia Unwin*	23 months from May 2001	Part-time	£27,913 per annum
<b>Criminal Justice Consultative Council</b>			
No appointments made in 2001.			
<b>Fire Safety Advisory Board+</b>			
No appointments made by Home Office Ministers in 2001. +Responsibility for this body transferred to the Dept for Transport, Local Govt and the Regions wef 7 June 2001			
<b>Fire Service Research and Training Trust+</b>			
No appointments made by Home Office Ministers in 2001. +Responsibility for this body transferred to the Dept for Transport, Local Govt and the Regions wef 7 June 2001			
<b>Gambling Review Body+</b>			
No appointments made by Home Office Ministers in 2001. +Responsibility for this body transferred to the Dept of Culture, Media and Sport wef 7 June 2001			
<b>HM Chief Inspector of Prisons</b>			
<i>Chief Inspector</i>			
Ms Anne Owers	5 years from August 2001	Full-time	£95,000 per annum

Other public bodies			
Name of Appointee	Length of term	Full-time/Part-time	Remuneration
<b>HM Chief Inspector of Probation</b>			
<i>Chief Inspector</i> Prof Rod Morgan	5 years from Aug 2001	Full-time	£95,000 per annum
<b>HM Inspectorate of Constabulary</b>			
No appointments made in 2001.			
<b>IND Complaints Audit Committee</b>			
<i>Member</i> Mrs Hanna Gardner*	3 years from Mar 2001	Part-time	£203.12 per day plus expenses
Mr Paul Manning	3 years from Mar 2001	Part-time	£203.12 per day plus expenses
<b>Independent Assessor for Miscarriage of Justice Compensation</b>			
<i>Independent Assessor</i> Lord Brennan of Bibury QC	5 years from July 2001	Part-time	£325 per case
<b>Intelligence Services Commissioner</b>			
No appointments made in 2001.			
<b>Interception of Communications Commissioner</b>			
No appointments made in 2001.			
<b>Investigatory Powers Tribunal</b>			
Sir John Pringle	5 years from June 2001	Part time	£316 per day plus expenses
<b>Metropolitan Police Authority</b>			
No appointments made in 2001.			
<b>Ministerial Advisory Group to Retail Crime Reduction Action Team</b>			
<i>Chair</i> Mr John Denham MP (ex officio)	From July 2001	Part-time	Nil
<b>National Probation Service of England and Wales</b>			
<i>Local Probation Boards</i>			
<b>For Avon &amp; Somerset:</b>			
<i>Chair</i> Mr John Christensen	3 years from Apr 2001	Part-time	£16,000 per annum plus expenses
<i>Members</i>			
Mr Nicholas Bernard	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Shaheen Chaudry	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Malcolm Cotton	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Dr Jennifer Gunning	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Ms Patsy Hudson	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Alan Lovell	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Councillor Michael Lyall	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Robin Nicoll	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Mohammad Rashid	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Peter Warren	3 years from Apr 2001	Part-time	£14 per hour plus expenses

Other public bodies			
Name of appointee	Length of term	Full-time/Part-time	Remuneration
<b>National Probation Service of England and Wales (contd)</b>			
<i>Local Probation Boards</i>			
<b>For Bedfordshire:</b>			
<i>Chair</i>			
Mr Robin Fletcher	3 years from Apr 2001	Part-time	£14,000 per annum plus expenses
<i>Members</i>			
Mrs Alice Crampin	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Dr Helen Sismey-Durrant	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Keith White	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Raymond Whyte	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Mohamad Yasin	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For Cambridgeshire:</b>			
<i>Chair</i>			
Dr Colin Lattimore	3 years from Apr 2001	Part-time	£14,000 per annum plus expenses
<i>Members</i>			
Dr Andrew Fawcett	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Ms Janet Jones	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Harmesh Lakhanpaul	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Eve Morely	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For Cheshire:</b>			
<i>Chair</i>			
Mr David Nelson	3 years from Apr 2001	Part-time	£16,000 per annum plus expenses
<i>Members</i>			
Mrs Janet Clayton	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Susan Ensell	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Neil Fitton	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Dr Ziya Haq	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Clare Hoy	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Robert Jordan	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Kenneth McKinlay	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Francis O'Friel	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Hilary Tucker	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For Cornwall &amp; Devon:</b>			
<i>Chair</i>			
Mr Anthony Smith	3 years from Apr 2001	Part-time	£16,000 per annum plus expenses
<i>Members</i>			
Mr Richard Ellis	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Peter Groves	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Maryann Palmer	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Lynda Price	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr John Sansom	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Sandra Shaw	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Peter Smith	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Aurora Talbot	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Nicola Tyler	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Christopher Whittaker	3 years from Apr 2001	Part-time	£14 per hour plus expenses

Other public bodies

Name of appointee	Length of term	Full-time/Part-time	Remuneration
<b>National Probation Service of England and Wales (contd)</b>			
<i>Local Probation Boards</i>			
<b>For Cumbria:</b>			
<i>Chair</i>			
Mr Tom Gordon	3 years from Apr 2001	Part-time	£15,000 per annum plus expenses
<i>Members</i>			
Mr Robin Brown	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Christine Egan	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Thomas Gordon	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Eleanor Hancock	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr John Hanley	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Alec Harris	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Elizabeth Mallinson	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For Derbyshire</b>			
<i>Chair</i>			
Mr John Raine	3 years from Apr 2001	Part-time	£14,000 per annum plus expenses
<i>Members</i>			
Mr Javid Akhtar	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Ian Hurst	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Martin Jolly	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr William Kirkland	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs June Lambert	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Councillor Michael Lauro	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr George Mighty	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Irene Shiels	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Lesley Turner	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Rupert Turner	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Prof David Ward	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For Dorset:</b>			
<i>Chair</i>			
Ms Margaret Topliss	3 years from Apr 2001	Part-time	£14,000 per annum plus expenses
<i>Members</i>			
Mr Terence Atkinson	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Victoria Baron	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Dorothy Cooper	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Philip Duffy	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Ms Alexina Gannon	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Faridan Jabbari	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Roger Ketley	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Jenifer Simm	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Brian Whittingham	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For County Durham:</b>			
<i>Chair</i>			
Mr Robert Williams	3 years from Apr 2001	Part-time	£15,700 per annum plus expenses

Other public bodies			
Name of Appointee	Length of term	Full-time/Part-time	Remuneration
<b>National Probation Service of England and Wales (contd)</b>			
<i>Local Probation Boards</i>			
<b>For County Durham: (Contd)</b>			
<i>Members</i>			
Mr Bernard Craig	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Trevor Jones	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Edmund Marchant	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Tina Naples	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr William Raine	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Thomas Reay	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Hilary Shaw	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Jo Turnbull JP LLB	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Anthony Wolfe	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For Dyfed/Powys:</b>			
<i>Chair</i>			
Mr Peter Morgan	3 years from Apr 2001	Part-time	£15,700 per annum plus expenses
<i>Members</i>			
Rev Prof Alan Charters	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Anthony Dawson	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Robert East	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Jean Evans	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr John French	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Miss Heidi Holland	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Dr Eileen Jobling	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Marilyn Mason	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Martin Morris	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Ina Williams	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For Essex:</b>			
<i>Chair</i>			
Mr Alan Tobias	3 years from Apr 2001	Part-time	£16,000 per annum plus expenses
<i>Members</i>			
Mr George Baddeley	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Robert Eschle	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr John Hilton	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Akber Hussein	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr John Lowery	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Philip Lyons	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Caroline Malden	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Michael Mitchinson	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Kathryn Morris	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Nicola Moulds	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For Gloucestershire:</b>			
<i>Chair</i>			
Mr David James	3 years from Apr 2001	Part-time	£14,000 per annum plus expenses
<i>Members</i>			
Mrs Elizabeth Abderrahim	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr David Atherton	3 years from Apr 2001	Part-time	£14 per hour plus expenses

## Other public bodies

Name of appointee	Length of term	Full-time/Part-time	Remuneration
<b>National Probation Service of England and Wales (contd)</b>			
<i>Local Probation Boards</i>			
<b>For Gloucestershire: (Contd)</b>			
<i>Members</i>			
Mr David Cook	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Alan Davies	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Victoria Garnder	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Daniel Gooch	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr John MacLeod	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Christopher Marshall	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr George Munro	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Rosemary Steele	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For Greater Manchester:</b>			
<i>Chair</i>			
Prof Bill Kapila	3 years from Apr 2001	Part-time	£20,000 per annum plus expenses
<i>Members</i>			
Mrs Farida Anderson	3 years from Mar 2001	Part-time	£14 per hour plus expenses
Mr Michael Harkin	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Malcolm Howells	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Miss Abida Niaz	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Sylvia Seddon	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Ms Carole Truman	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Peter Turner	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For Gwent:</b>			
<i>Chair</i>			
Dr John Evans	3 years from Apr 2001	Part-time	£14,000 per annum plus expenses
<i>Members</i>			
Mr Brian Barr	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Ronald Doxey	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Robert Hatton-Evens	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Joyce Morgan	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Gillian Parker	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Cynthia Parks	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Rhianon Passmore	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Wilfred Phillips	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Peter Walters	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Howard Williams	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For Hampshire:</b>			
<i>Chair</i>			
Mr Dermot Boyle	3 years from Apr 2001	Part-time	£16,000 per annum plus expenses
<i>Members</i>			
Mrs Melanie da Cunna	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Gabrielle Edwards	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Jason Fazackarley	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Sri Kandiah	3 years from Apr 2001	Part-time	£14 per hour plus expenses

Other public bodies			
Name of appointee	Length of term	Full-time/Part-time	Remuneration
<b>National Probation Service of England and Wales (contd)</b>			
<i>Local Probation Boards</i>			
<b>For Hampshire: (Contd)</b>			
<i>Members</i>			
Mr Simon Mantle	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Jennifer Miller	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Stephen Robinson-Grindey	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Balbeer Shahi	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr John Stocks	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Diane Thomas	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Angela Valentine	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For Hertfordshire:</b>			
<i>Chair</i>			
Mr Nicholas Moss	3 years from Apr 2001	Part-time	£14,000 per annum plus expenses
<i>Members</i>			
Ms Lillian Edwards-Hamilton	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr David Hills	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Ms Marianne Lederman	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Ms Jacqueline Russell	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Dr Andrew Stevenson	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Sara Walduck	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For Humberside:</b>			
<i>Chair</i>			
Mr Ernest Cannings	5 months from Apr 2001	Part-time	£16,000 per annum plus expenses
<i>Members</i>			
Mrs Sally Czabaniuk	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Daren Hale	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Laurie Hawkins	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Peter Isles	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Philip Jackson	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Kathryn Lavery	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Lesley Mole	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Anne Webster	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Councillor John Webster	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Roy White	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For Kent:</b>			
<i>Chair</i>			
Mr Peter Gammon	3 years from April 2001	Part-time	£16,000 per annum plus expenses
<i>Members</i>			
Mr Iftikhar Ahmed	3 years from Feb 2001	Part-time	£14 per hour plus expenses
Mr Dharma Appadoo	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Cliff Baylis	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Michael Brown	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Brian Ferdinando	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Rory Love	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Lady Julia Pender	3 years from Apr 2001	Part-time	£14 per hour plus expenses

## Other public bodies

Name of appointee	Length of term	Full-time/Part-time	Remuneration
<b>National Probation Service of England and Wales (contd)</b>			
<i>Local Probation Boards</i>			
<b>For Kent: (Contd)</b>			
<i>Members</i>			
Mr Anthony Pomeroy	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Patricia Richardson	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Elizabeth Tullberg	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Carreen McCarron-Holmes	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Michelle Pierce	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Lynda Shaw	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Ken Thompson	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For Lancashire:</b>			
<i>Chair</i>			
Mr Leslie Robinson	3 years from Apr 2001	Part-time	£16,000 per annum plus expenses
<i>Members</i>			
Councillor Carol Broad	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Ms. Valerie Burke	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Alan Caddick	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Samuel Chapman	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Dr Anthony Fowles	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Susan Hughes	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Ashok Khandelwal	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Ms Monica Lea	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Anthony Nixon	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Marie Riley	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Prafulchandra Upadhyay	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For Leicestershire:</b>			
<i>Chair</i>			
Rosalind Hepplewhite*	3 years from Apr 2001	Part-time	£16,000 per annum plus expenses
<i>Members</i>			
Mr Kenneth Anthony	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Uday Dholakia	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Rev Derek Goodman	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Rosaland Hepplewhite	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Michael Manning	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr James Nisbett	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Resham Sandhu	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Henry Tharp	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For Lincolnshire:</b>			
<i>Chair</i>			
Mr Basheer Ahmed	3 years from Apr 2001	Part-time	£14,000 per annum plus expenses
<i>Members</i>			
Mr Keith Brown	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr James Johnson	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr John Kirkman	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Sidney McFarlane	3 years from Apr 2001	Part-time	£14 per hour plus expenses



Other public bodies			
Name of appointee	Length of term	Full-time/Part-time	Remuneration
<b>National Probation Service of England and Wales (contd)</b>			
<i>Local Probation Boards</i>			
<b>For Lincolnshire: (Contd)</b>			
<i>Members</i>			
Mrs Judith Parker	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Amode Toofany	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Sylvia Williams	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Max Winslow	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Anthony Worth	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For London:</b>			
<i>Chair</i>			
Mr Suhail Aziz	3 years from Apr 2001	Part-time	£25,000 per annum plus expenses
<i>Members</i>			
Mr Vivian Ahmun	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Kenneth Ashken*	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Cllr Lincoln Beswick	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr M Blake	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Angela Camber*	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Kevin Heal	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Edith Iweajunwa	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Carole Markham*	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Miss M Salmon	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Cllr Derek Sawyer	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Max Telling	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Miss Elizabeth Wickham*	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For Merseyside:</b>			
<i>Chair</i>			
Mr Nigel Mellor	3 years from Apr 2001	Part-time	£20,000 per annum plus expenses
<i>Members</i>			
Mr Ronald Barker	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Elizabeth Barnett	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Dr Hilary Hodge	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr George Mair	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Shelia Malone	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Stanley Mayne	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Alfred Salami	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Iris Shanahan	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Ms Lelir Yeung	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For Nottinghamshire:</b>			
<i>Chair</i>			
Mrs Wendy Start	3 years from Apr 2001	Part-time	£16,000 per annum plus expenses
<i>Members</i>			
Mrs Kathleen Alick	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Timothy Bell	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Keith Burd	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Jeffrey Cohen	3 years from Apr 2001	Part-	

## Other public bodies

Name of appointee	Length of term	Full-time/Part-time	Remuneration
<b>National Probation Service of England and Wales (contd)</b>			
<i>Local Probation Boards</i>			
<b>For Nottinghamshire: (Contd)</b>			
<i>Members</i>			
Mr Jeffrey Cohen	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr William Dargue	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Errol Hemans	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Ms Johanna Kirkby	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Sir Dennis Pettitt	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Dr Peter Pratt	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Bettina Wallace	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For Norfolk:</b>			
<i>Chair</i>			
Dr Charles Winstanley	3 years from Apr 2001	Part-time	£14,000 per annum plus expenses
<i>Members</i>			
Mr David Berry	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Jane Bevan	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Dr. Gwyneth Boswell	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Negel Dixon	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Bridget Everitt	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Shelia Long	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr David Pearson	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr David Reeve	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Deveraj Vinookumar	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Simon Woodbridge	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For Northamptonshire:</b>			
<i>Chair</i>			
Councillor Michael Prescod	3 years from Apr 2001	Part-time	£15,700 per annum plus expenses
<i>Members</i>			
Mrs Julia Faulkner	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Samuel Garden	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Michael Hill	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Shirley Ogden	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Ms Sharon Pantry	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Michael Sawford	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr John Tate	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For Northumbria:</b>			
<i>Chair</i>			
Mrs Elizabeth Derrington	3 years from Apr 2001	Part-time	£16,000 per annum plus expenses
<i>Members</i>			
Mr Charles Bate	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr John Creaby	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Brian Dodds	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Dr Rosemary Hartill	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Brian Latham	3 years from Apr 2001	Part-time	£14 per hour plus expenses

Other public bodies			
Name of appointee	Length of term	Full-time/Part-time	Remuneration
<b>National Probation Service of England and Wales (contd)</b>			
<i>Local Probation Boards</i>			
<b>For Northumbria: (Contd)</b>			
<i>Members</i>			
Mrs Amanda Main	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Robert McDonald	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Paul Robson	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Christopher Rushton	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Kenneth Stringer	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr John Sudworth	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Christine Tweedie	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For North Yorkshire:</b>			
<i>Chair</i>			
Mr Jack Stephenson	3 years from Apr 2001	Part-time	£14,000 per annum plus expenses
<i>Members</i>			
Mrs Dorianne Butler	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Michael Doyle	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Terence Ewington	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Neil Hobbs	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Christopher Hudson	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Shelia Jefferson	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Roger Mattingly	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr George Robson	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Roger Thompson	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Gregory White	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For North Wales:</b>			
<i>Chair</i>			
Mr Brian James	3 years from Apr 2001	Part-time	£14,000 per annum plus expenses
<i>Members</i>			
Mr John Davis	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Thomas Davies	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Brian Harvey	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Ms Anne Hughes	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Carol Hughes	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Idris Jones	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Alison Lea-Wilson	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Edward Lewis	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Manikam Lourie	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Sandra Mewies	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Miss Brenda Roberts	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Richard Williams	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For South Wales:</b>			
<i>Chair</i>			
Mr Richard Penn	3 years from Apr 2001	Part-time	£16,000 per annum plus expenses
<i>Members</i>			
Dr. Rita Austin	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Megan Brown	3 years from Apr 2001	Part-time	£14 per hour plus expenses

## Other public bodies

Name of appointee	Length of term	Full-time/Part-time	Remuneration
<b>National Probation Service of England and Wales (contd)</b>			
<i>Local Probation Boards</i>			
<b>For South Wales: (Contd)</b>			
<i>Members</i>			
Mr Mark Farrell	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Allan Lloyd	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Ms Christine Lovell	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Eldon Maguire	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Gareth Morgan-Jones	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Paul Nanji	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Prof Peter Raynor	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Charles Willie	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For South Yorkshire:</b>			
<i>Chair</i>			
Mrs Beryle Seaman	3 years from Apr 2001	Part-time	£16,000 per annum plus expenses
<i>Members</i>			
Mr Saghic Alam	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Councillor Ann Chapman	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Diana Clark	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Owen Gleadall	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Ms Shirley Harrison	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr John Hinchcliffe	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Mohammad Ismail	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr David Purchon	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Leslie Taylot	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Ms Heather Harker	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For Staffordshire:</b>			
<i>Chair</i>			
Mr Gerald Hindley	3 years from Apr 2001	Part-time	£14,000 per annum plus expenses
<i>Members</i>			
Councillor Beryl Behague	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Maurice Downes	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr William Finney	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Ms Alexandra Gribbin	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Mohammed Jamil	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Amir Kabal	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Eric Kelsall	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Linda Kemp	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Kathleen Reader	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Gillian Stait	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Christopher Ward	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For Suffolk:</b>			
<i>Chair</i>			
Air-Vice-Marshal G Fergusson	3 years from Apr 2001	Part-time	£14,000 per annum plus expenses
<i>Members</i>			
Mr Samuel Budu	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Ellen Crane	3 years from Apr 2001	Part-time	£14 per hour plus expenses

Other public bodies			
Name of appointee	Length of term	Full-time/Part-time	Remuneration
<b>National Probation Service of England and Wales (contd)</b>			
<i>Local Probation Boards</i>			
<b>For Suffolk: (Contd)</b>			
<i>Members</i>			
Mr John Cullum	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Graeme Garden	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Lesley Kenealy	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr James Keohane	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Harold Mangar	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Sean McLoughlin	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Subhash Modasia	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr David Rowe	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Gerald Sutton	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Barry Walker	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For Surrey:</b>			
<i>Chair</i>			
Mr Owusu Abebrese	3 years from Apr 2001	Part-time	£14,000 per annum plus expenses
<i>Members</i>			
Mr John Azah	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Phillip Britton	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Barry Cheyne	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Linda Hawkins	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Michael Head	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Miss Karen Heenan	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Lesley Myles	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Ms Helen Page	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Baroness Thomas of Wallinswood	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For Sussex:</b>			
<i>Chair</i>			
Mr Christopher Crook	3 years from Apr 2001	Part-time	£16,000 per annum plus expenses
<i>Members</i>			
For Sussex:			
Mr Michael Cann	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Godfrey Daniel	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Joan Fraser*	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Richard Gordon	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Jack Hazelgrove*	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Michael Hudson	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Ms C Knott	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr William McGilvery	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Ms Susan Millership	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr John Shippam*	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Chris Whitwell	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For Teeside:</b>			
<i>Chair</i>			
Mr Kenneth Bellamy	3 years from Apr 2001	Part-time	£14,000 per annum plus expenses

## Other public bodies

Name of appointee	Length of term	Full-time/Part-time	Remuneration
<b>National Probation Service of England and Wales (contd)</b>			
<i>Local Probation Boards</i>			
<b>For Teeside: (Contd)</b>			
<i>Members</i>			
Mr Christopher Beety	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Linda Broadhead	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Ms Mavis Campbell	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Michael McGrory	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Alan Medd	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Geoffrey Spencer	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Patricia Tarbitt	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Shelia Warren	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Paul Whitehouse	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr David Wood	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For Thames Valley:</b>			
<i>Chair</i>			
Miss Lorna Beckford	3 years from Apr 2001	Part-time	£16,000 per annum plus expenses
<i>Members</i>			
Mr Peter Bell	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Dr Gillian Cohen	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr George Dunford	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr John Enos	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Brian Harper	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Khan Juna	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Lady Stephanie North	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Mary Phillips	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For Warwickshire:</b>			
<i>Chair</i>			
Ms Angela O'Boyle	3 years from Apr 2001	Part-time	£15,700 per annum plus expenses
<i>Members</i>			
Mr Ian Cronin	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Celia Furnival	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Anne Henderson	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Maxine Mayer	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Councillor Peter Oakley	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Ms Angela O'Boyle	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Dr Richard Woolf	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For West Mercia:</b>			
<i>Chair</i>			
Mrs Patricia Bradbury	3 years from Apr 2001	Part-time	£14,000 per annum plus expenses
<i>Members</i>			
Mr Durha Dass	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr David Chantler	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Ruth Crofts	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr John Eastwood	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Ms Carmella Flemming	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr John Hillier	3 years from Apr 2001	Part-time	£14 per hour plus expenses

Other public bodies			
Name of appointee	Length of term	Full-time/Part-time	Remuneration
<b>National Probation Service of England and Wales (contd)</b>			
<i>Local Probation Boards</i>			
<b>For West Mercia: (Contd)</b>			
<i>Members</i>			
Dr Haseena Lockhart	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr David Price	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Colin Watkins	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr David Williams	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Michael Woolley	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For West Midlands:</b>			
<i>Chair</i>			
Mr Charles Jordan	3 years from Apr 2001	Part-time	£20,000 per annum plus expenses
<i>Members</i>			
Mr Michael Ager	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr David Benny	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Prof Paulene Collins	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Prof Colin Fishwick	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Miss Kate Hunter	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Kamalijeet Nijjar-Dev	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Enid Showell	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Thomas Stone	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Markley Taitt	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For West Yorkshire:</b>			
<i>Chair</i>			
Dr Miranda Hughes	3 years from Apr 2001	Part-time	£22,700 per annum plus expenses
<i>Members</i>			
Ms. Helen Benson	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Ernest Clark	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Travis Johnson	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Mohammad Masood	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Judith Poole	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Gillian Pratt	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Qudrat Shah	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Ms Ann Wilson	3 years from Apr 2001	Part-time	£14 per hour plus expenses
<b>For Wiltshire:</b>			
<i>Chair</i>			
Mrs Penelope Fitzgerald	6 months from Apr 2001	Part-time	£14,000 per annum plus expenses
<i>Members</i>			
Mr Leslie Baker	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Susanna Mason	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Christine Crisp	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr William Fishlock	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Anthony Hagger	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mr Christopher Hoare	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Ms. Patricia Roberts	3 years from Apr 2001	Part-time	£14 per hour plus expenses
Mrs Jennifer Swift	3 years from Apr 2001	Part-time	£14 per hour plus expenses

Other public bodies			
Name of appointee	Length of term	Full-time/Part-time	Remuneration
<b>Prisons and Probation Ombudsman</b>			
Mr Stephen Shaw	3 years from Apr 2001	Full-time	£70,000 per annum
<b>Police Advisory Board</b>			
No appointments made in 2001			
<b>Property Crime Reduction Action Team</b>			
No appointments made in 2001			
<b>Retail Crime Reduction Action Team</b>			
No appointments made in 2001.			
<b>Selection Panels for Independent Members of Police Authorities</b>			
<i>Members</i>			
<b>For Gloucestershire:</b>			
Mr Jeff Chandra	2 years from Oct 2001	Part-time	Expenses and allowances as determined by police authority
<b>For Northamptonshire:</b>			
Mrs Bronwen Curits*	2 years from Dec 2001	Part-time	Expenses and allowances as determined by police authority
<b>For South Yorkshire:</b>			
Mrs Agnes Grunwald-Spier JP*	2 years from Sep 2001	Part-time	Expenses and allowances as determined by police authority
<b>For Wiltshire:</b>			
Mr Hector McLean*	2 years from July 2001	Part-time	Expenses and allowances as determined by police authority
<b>For Metropolitan:</b>			
Mrs Sukvinder Stubbs	2 years from Nov 2001	Part-time	Expenses and allowances as determined by police authority
<b>Service Authority for the National Criminal Intelligence Squad</b>			
<i>Chair</i>			
The Rt. Hon. John Wheeler JP*	8 months from Aug 2001	Part-time	£17,500 per annum plus expenses
<i>Members</i>			
Mr Peter Holland *	8 months from Aug 2001	Part-time	£17.00 per hour plus expenses
Mr Paul Lever*	8 months from Aug 2001	Part-time	£17.00 per hour plus expenses
<b>Service Authority for the National Crime Squad</b>			
<i>Chair</i>			
The Rt. Hon. John Wheeler JP *	8 months from Aug 2001	Part-time	£17,500 per annum plus expenses
<i>Members</i>			
Mr Peter Holland *	8 months from Aug 2001	Part-time	£17.00 per hour plus expenses
Mr Paul Lever*	8 months from Aug 2001	Part-time	£17.00 per hour plus expenses
<b>Vehicle Crime Reduction Action Team</b>			
No appointments made in 2001			



Other public bodies			
Name of Appointee	Length of term	Full-time/Part-time	Remuneration
<b>Visiting Committee Immigration Detention Centre Campsfield House</b>			
No appointments made in 2001			
<b>Visiting Committee Immigration Detention Centre Dungavel</b>			
No appointments made in 2001			
<b>Visiting Committee Immigration Detention Centre Harmondsworth</b>			
No appointments made in 2001			
<b>Visiting Committee Immigration Reception Centre Oakington</b>			
<i>Members</i>			
Mrs Patricia Daniels	2 years from May 2001	Part-time	Expenses only
Mrs Anne Teasdale	2 years from May 2001	Part-time	Expenses only
Mr Kwok Lau	2 years from May 2001	Part-time	Expenses only
Mrs Maureen McRae	2 years from May 2001	Part-time	Expenses only
<b>Visiting Committee Immigration Detention Centre Tinsley House</b>			
No appointments made in 2001.			
<b>Visiting Committee Immigration Detention Centre Yarl's Wood</b>			
No appointments made in 2001			



section **seven**

## Public Accounts Committee Reports

Building a safe, just and tolerant society

## Reports of the Committee of Public Accounts

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

Two NAO reports which had been the subject of PAC hearings in 2000 – studies into **'The Refinancing of the Fazakerley Prison PFI Contract'** and **'Parole'** – were reported on and responded to during 2001. The PAC main conclusions and recommendations, the Government's response in the Treasury Minute and any more recent progress are presented in the table opposite.

In addition to the studies on which the Committee has already reported, a hearing took place in 2001 on the NAO's report **'The National Probation Service's Information Systems Strategy'**. The Committee's report was published on the 3rd May 2002. The Home Office is currently considering the report and will respond in due course.

Parole 10th (Report 2000-2001)		
PAC Report: Main Issue	Government Response	Action Taken
<p><b>The Refinancing of the Fazakerley PFI Prison Contract (13th Report 2000-2001)</b></p>	<p><i>Responses were from Home Office and Prison Service, and the Office of Government Commerce (OGC) with input from Partnerships UK.</i></p>	<p>There is no outstanding action for the Prison Service with regard to the PAC Report 'The Refinancing of Fazakerley PFI Prison Contract'. The Office for Government Commerce is responsible for policy on the refinancing of PFI projects.</p>
<p><b>FPSL shareholders secured greatly improved returns and decreased their risk, whereas the Prison Service obtained no more than compensation for taking on increased risk</b></p> <p>The Prison Service has, after negotiation, received £1 million from FPSL as a consequence of the refinancing. But this is compensation for taking on increased termination liabilities. The Prison Service did not gain any share of the remaining £9.7 million refinancing benefits which will accrue to the consortium. By comparison, FPSL has done very well from the refinancing. On a project which was previously estimated to deliver only marginal savings to the Prison Service, FPSL has made £9.7 million from the refinancing, increasing the rate of return to its shareholders from 16 per cent to 39 per cent. In addition, the shareholders' risks have reduced as they have received repayment of all but a nominal amount of their initial investment in the project.</p>	<p>The Government accepts the need for authorities to require approval rights over increased termination liabilities and for suitable contract terms. This is now covered in section 21.3 of the guidance on Standardisation of PFI Contracts published by the Treasury Taskforce in 1999.</p> <p>At the time this particular contract was negotiated, there was no central guidance on refinancing issues and the view then prevailing was that, given the cost to the taxpayer was fixed in PFI contracts, consortia were entitled to any profits accruing from the projects. The Prison Service has removed the ambiguity from future contracts to ensure that its consent is required to refinancing and to any benefits arising.</p>	
<p><b>Departments should ensure that they are aware of and use the full strength of their negotiating position when dealing with requests to vary the terms of PFI deals</b></p> <p>In settling for a share of the refinancing benefits which no more than compensated the Prison Service for increased risks arising from the refinancing, the Prison Service did not exploit fully the commercial strength of its negotiating position. FPSL could not proceed with a substantial element of the refinancing without Prison Service consent. That fact gave the Prison Service a lever which it did not use to the greatest effect.</p>	<p>The Prison Service accepted the advice given by its financial advisers, NM Rothschild &amp; Sons, that the level of compensation adequately reflects the likelihood of the Fazakerley contract being terminated. The Prison Service had no contractual rights to withhold consent from the gains that did not affect termination liabilities and the consortium had therefore no contractual obligation to offer the Prison Service a share in those gains.</p> <p>The Prison Service also confirms that the contracts for new prisons under consideration contain provision for a 50/50 sharing between the Prison Service and the contractor of financial gains arising from any future refinancing.</p>	<p>The Prison Service is due to sign contracts for new prisons at Ashford, Middlesex, and Peterborough by mid-2002; the draft contracts contain provision for a 50/50 share of refinancing profits between the Prison Service and the contractor.</p>

## Parole 10th (Report 2000-2001)

PAC Report: Main Issue	Government Response	Action Taken
<p><b>Departments should share in benefits that will arise through the successful delivery of a PFI project</b> Successful projects will create opportunities for better financing terms as financiers will see that project risks have reduced once the service is being delivered satisfactorily. A refinancing can then greatly increase the returns to the private sector and change the balance of risks and rewards. But successful delivery of a PFI project is never a one-sided matter: success will come from the public sector and private sector working effectively together. It is therefore unacceptable for 100 per cent of refinancing benefits to remain with the private sector side. Departments should share in the financing benefits from a successful PFI project, whether through the pricing of the original deal or through a share of any subsequent refinancing gains as they arise.</p>	<p>The Government agrees that refinancing benefits should be shared even where these result from the private sector outperforming the standard of service at the time the contract was let. The current guidance to departments seeks to achieve a 50/50 sharing of relevant benefits.</p>	<p>The Prison Service is due to sign contracts for new prisons at Ashford, Middlesex, and Peterborough by mid-2002; the draft contracts contain provision for a 50/50 share of refinancing profits between the Prison Service and the contractor.</p>
<p><b>Better guidance is needed to help departments address refinancing issues and how the benefits of refinancing should be shared</b> Despite the potentially very significant financial benefits that can arise from refinancing, only 24 per cent of PFI projects reported in answer to recent Parliamentary Questions included arrangements to allow departments to share in refinancing gains. The Treasury's guidance issued in 1999 gave insufficient weight to the reasons why the public sector should be concerned to share in refinancing gains. New guidance is needed urgently. In formulating new guidance, the Office of Government Commerce will need to give very careful thought to the arrangements for sharing refinancing gains. There would be the merit of simplicity in making it the rule in PFI deals that all refinancing gains should be shared in some definite proportion, such as 50:50. Such a step might, however, risk increasing the original prices quoted at the outset of deals, because bidders may well base their prices on an assumption that they will be able to refinance the deals in the event of success. A provision that the windfall element of refinancing gains must be shared would, however, not be open to the same objection.</p>	<p>The Office of Government Commerce (OGC) intends to publish before the end of 2001 the revised guidance on Standardisation of PFI Contracts, including refinancing.</p> <p>As regards early contracts, many do not contain explicit provisions entitling departments to share in refinancing gains although other provisions may give them rights of approval to changes which would enable them to negotiate sharing arrangements. The OGC is working with departments to identify such provisions and their implications with a view to improving the public sector's overall position.</p>	

Parole 10th (Report 2000-2001)		
PAC Report: Main Issue	Government Response	Action Taken
<p>Over the last three years, more effective joint management of the parole process by the Prison Service and Parole Board has reduced delays in processing parole applications significantly. Between 1996-97 and the first six months of 2000-2001, for example, the Prison Service increased the proportion of prisoners' parole dossiers submitted to the Parole Board on time from 40 per cent to 83 per cent; whilst the Parole Board increased the number of decisions made by the due date from 43 per cent to 92 per cent. The PAC were pleased to see this significant improvement in performance.</p>	<p>The Prison Service and the Parole Board acknowledge the Committee's recognition of the efforts made to reduce delays. The Prison Service is now monitoring statistical information on the release dates of those granted parole at their first parole consideration against their parole eligibility date. It plans to publish this information routinely in its Annual Report, beginning with figures for the year 2001-2002. It will also publish information in future about the cost attached to late releases.</p>	<p>The Prison Service is pleased to be able to record that performance in this area has been maintained. It remains committed to publishing statistical information in its Annual report, 2001-2002.</p>
<p>A lack of information means that the Prison Service and Parole Board are not able to demonstrate fully that parole applications are dealt with in a consistent and equitable manner, for example according to the type of offender, educational attainment and region of origin. Figures from the Parole Board suggest that parole rates vary considerably between ethnic groups. Whilst recent research conducted for the Home Office concluded that most of the variation could be explained by the type of offences committed and other relevant factors, the Parole Board and Prison Service should monitor the relative success rates of different prisoner groups on a regular basis to ensure parole applications are being handled consistently and fairly.</p>	<p>The Parole Board already publishes in its Annual Report information about the success rate of parole applicants by offence category. The Prison Service will investigate whether the success rate can also be broken down according to educational attainment, and if the information can be gathered it will certainly be included in future Annual Reports and hopes to be able to establish this by the end of July 2001. However, it may not be meaningful to collect information about the success rate of parole applicants by regional background. The Parole Board does not sit on a regional basis and prisoners do not necessarily remain in establishments within a single area during their time in custody.</p> <p>The Research Development and Statistics Directorate of the Home Office is currently engaged in a study of the success rates of parole applicants by ethnic group.</p>	<p>The Prison Service commissioned a scoping study to enable it to determine whether to commission a research study into the effect of educational attainment on the granting of parole.</p> <p>The study considered that information on educational attainment would usually be self-declared and therefore unreliable. Independent verification would be expensive. On balance, the Prison Service concluded that a report, where findings were based upon unreliable data, would be of limited value and would not be a good use of resources, and therefore decided it would not pursue this any further.</p> <p>The study into the success rates of parole applicants by ethnic group is ongoing. Publication of the findings will be by Autumn 2002.</p>

## Parole 10th (Report 2000-2001)

PAC Report: Main Issue	Government Response	Action Taken
<p>Parole plays an important part in helping prisoners resettle into the community. Participation in offending behaviour, drug and education programmes whilst in prison can be beneficial for the prisoner in obtaining parole and in reducing re-offending. Currently there are places on offending behaviour programmes for only about two thirds of suitable prisoners.</p>	<p>Prison Service agrees that it is essential that there is an accurate understanding of how the current and future provision of interventions correlates to the needs of the prisoner population, and that any disparity or gap is clearly identified and addressed. There is a need for a strategic approach to the way in which all interventions are designed, developed and delivered taking into account priorities, constraints and funding. For this reason a What Works in Prison Strategy Board was established in September 2000 to provide this leadership, combining both policy and operational input, and working closely with the National Probation Directorate. In addition, information on the needs of the prisoner population and how these needs are met in terms of numbers and relevance of programmes should inform this strategic approach and influence decisions on allocation through the business planning process.</p>	<p>The Prison Service made no commitment for new action regarding the Committee's recommendation in this respect. However, the Prison Service is pleased to report that the What Works in Prison Strategy Board (WWPSB) has met on eight occasions since its creation in September 2000, with the last being January 2002. The Board has been crucial in leading strategic development and delivery of interventions, offering advice on developments and other key issues.</p> <p>The WWPSB published a "What Works in Prison Strategy" in February 2002, which outlines the achievements to date and sets and maps out the strategic direction for the future.</p>







section **eight**



## Criminal Justice System



Building a safe, just and tolerant society

## Criminal Justice System

The Criminal Justice System (CJS) in England and Wales comprises the crime-related work of the following criminal justice departments, agencies and services:

**Home Office** – police, prison and probation services and their respective inspectorates; other central and national police services; and support for victims and witnesses;

**Lord Chancellor's Department** – the Crown Court and Court of Appeal; magistrates' courts, their committees and inspectorate; publicly funded criminal defence services;

**Law Officers' Departments** – Crown Prosecution Service and its inspectorate; serious fraud office.

All of these departments and agencies are working together to create a justice system which better meets the needs of the public.

Following the General Election in June 2001, progress was stepped up with the creation of a Ministerial Committee on the CJS (chaired by the Home Secretary). This was formed specifically to co-ordinate broader policy in relation to the working of and reform to the CJS. Ministers are advised by the Strategic Board, which is made up of the most senior officials from the CJS organisations and chaired by the Home Office Permanent Secretary, John Gieve. Where required, the Board commissions external experts and advisers to progress this work.

The work of the Ministerial Committee and the Strategic Board has included assessing the impact of Criminal Justice Units (involving joint working between the police and the CPS); implementation of the Auld Review of the Criminal Courts and John Halliday's Review of the Sentencing Framework. Sir Robin Auld's Review has wide reaching implications for strategic and local decision making in the CJS, as well as information management. A White Paper which will involve a broad spectrum of reform to the criminal justice system is expected in the Summer of 2002.

The CJS reserve is a major factor in enabling a joined-up criminal justice system to become a reality. The three CJS departments have contributed £525 million over three years (£100 million in 2001-2002). CJS organisations bid for funding for projects which contribute to joint working, or which involve bringing together different service providers. Allocations from the reserve are agreed by all three CJS Ministers, giving them funding flexibility and the ability to respond to changing pressures on the system.

## Priorities 2002/3

The top priority for the CJS in 2002/3 will be to increase the number of offences for which offenders and particularly persistent offenders, are caught and brought to justice. Other priorities, alongside and in support of this, are to:

- reduce avoidable delay at every level in the CJS and bring cases to a conclusion with the greatest possible speed and efficiency
- improve services to and meet the needs of victims and witnesses within the system

- improve I.T. systems within CJS departments and services – using technology to enable faster transfer of case files, secure communications between professionals and progress tracking of cases for victims.

The drive to reduce crime underpins all of the work in the CJS and the services provided through the Home Office are critical to achieving this aim. The work of the Home Office, from policing policy to statistical research, to prisons and probation services, affect directly the outcomes of the other CJS organisations.

The CJS Business Plan 2002-03 is available on [cjsonline.org.uk](http://cjsonline.org.uk). The CJJPU will be publishing its Annual Report 2001-2002 in July 2002.

## Glossary of Acronyms

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- A**
- AADU** Action Against Drugs Unit
  - AAU** Audit and Assurance Unit
  - ABPO** Association of Black Police Officers
  - ACPO** Association of Chief Police Officers
  - ACU** Active Community Unit
  - AME** Annually Managed Expenditure
  - APA** Association of Police Authorities
- B**
- BASS** Business & Accounting Strategic Systems
  - BBFC** British Board of Film Classification
  - BCS** British Crime Survey
  - BEMU** Building and Estate Management Unit
  - BREEAM** Building Research Establishment Environmental Assessment
  - BV Best Value** – a programme to secure continuous improvement to public service with regard to a combination of economy, efficiency and effectiveness.
- C**
- CARATs** Counselling, Assessment, Referral, Advice and Throughcare Services – drug treatment programme
  - CCJU** Crime&Criminal Justice Unit
  - CCPD** Constitutional & Community Directorate (HO)
  - CCRC** Criminal Cases Review Commission
  - CD** Communication Directorate
  - CDD** Corporate Development Directorate
  - CDRP** Crime & Disorder Reduction Partnership
  - CDSG** Corporate Development & Services Group
  - CFERs** Consolidated Fund Extra Receipt
  - CFBAC** Central Fire Bridges Advisory Council
  - CFF** Crime Fighting Fund
  - CFSP** Common Foreign & Security Policy
  - CICA/B/A/P** Criminal Injuries Compensation Authority/Board/Appeals/Panel
  - CICS** Criminal Injuries Compensation Scheme
  - CJS** Criminal Justice System
  - CMU** Corporate Management Unit

**CPD** Criminal Policy Directorate  
**CPG** Criminal Policy Group  
**CPMU** Central Personnel & Management Unit  
**CPS** Crown Prosecution Service  
**CRB** Criminal Records Bureau  
**CRD** Corporate Resources Directorate  
**CRE** Commission for Racial Equality  
**CRP** Crime Reduction Programme  
**CSC** Civil Service College  
**CSR** Comprehensive Spending Review

**D** **DAT** Drug Action Team  
**DCU** Data Collection Unit  
**DEL** Departmental Expenditure Limit  
**DETR** Department of the Environment, Transport and the Regions  
**DPAS** Drugs Prevention Advisory Service  
**DSPD** Dangerous and Severe Personality Disorder

**E** **ECHR** European Court of Human Rights  
**EPD** Emergency Planning Department  
**ERA** Economics & Resource Analysis Unit

**F** **FCC** Firearms Consultative Committee  
**FCO** Foreign and Commonwealth Office  
**FDA** First Division Association (trade union)  
**FEPD** Fire & Emergency Planning Directorate  
**FPU** Family Policy Unit  
**FSS** Forensic Science Service

**G** **GES** Government Economic Service  
**GSI** Government Secure Intranet  
**GSR** Government Social Researchers  
**GSS** Government Statistical Service

- H**
- HMCE** HM Customs & Excise
  - HMCIP** HM Chief Inspector of Prisons
  - HMIC** HM Inspectorate of Constabularies
  - HMFSI** HM Fire Service Inspectorate
  - HMT** Her Majesty's Treasury
  - HOCLAS** Home Office Central London Accommodation Strategy
  - HOTUS** Home Office Trade Union Side
  - HODEB** Home Office Departmental Executive Board#
  - HR** Human Resources
- I**
- IATA** International Association of Travel Agents
  - IBIS** Integrated Business and Information Systems – IT programme for CJS
  - ICU** Immigration & Community Unit
  - iP** Investors in People
  - IND** Immigration & Nationality Directorate
  - INDTUS** Immigration & Nationality Directorate Trade Union Side
  - IPMS** Institute of Professionals, Managers and Specialists (trade union)
  - IS** Immigration Service
  - ISC** Intelligence & Security Committee
  - ITG** Information Technology Group
- K**
- KPI** Key Performance Indicator
- L**
- LAB** Legal Advisors Branch
  - LCD** Lord Chancellor's Department
  - LGA** Local Government Association
  - LPSAs** Local Public Service Agreements
- M**
- MLA** Mutual Legal Aid
  - MPA** Metropolitan Police Authority
  - MPS** Metropolitan Police Service



- N**
- NAAPS** National Association of Asian Probation Staff
  - NACRO** National Association for the Care and Resettlement of Offenders
  - NAFIS** National Automated Fingerprint Identification System
  - NAO** National Audit Office
  - NAPO** National Association of Probation Officers
  - NBPO** National Black Police Association
  - NCFSC** National Community Fire Safety Centre
  - NCIS** National Criminal Intelligence Service
  - NCS** National Crime Squad
  - NDPB** Non-Departmental Public Body
  - NGO** Non-Governmental Organisation
  - NPD** National Probation Directorate
  - NSPIS** National Strategy for Police Information Systems
  - NTAC** National Technical Assistance Centre
  - NPD** National Probation Directorate
- O**
- OCU** Offenders & Correctional Unit
  - ODPC** Office of the Data Protection Commissioner
  - OECD** Organisation for Economic Cooperation and Development
  - OGC** Office for Government Commerce – HM Treasury
  - OICD** Organised & International Crime Directorate
  - OPA** Output & Performance Analysis
  - OTD** Opportunities, Training & Development Branch
- P**
- PADR** Performance & Development Review
  - PAG** Planning & Administration Group
  - PASS** Passport Application Support System
  - PCEA** Police & Criminal Evidence Act
  - PCS** Police & Commercial Services Union (trade union)
  - PDU** Programme Development Unit
  - PFI** Private Finance Initiative
  - PFPG** Planning Finance and Performance Group
  - PITO** Police Information Technology Organisation
  - PIU** Performance & Innovation Unit

**PMPR** Personnel & Management Promotion Review  
**PNB** Police Negotiating Board  
**PNC** Police National Computer  
**POA** Prison Officer's Association  
**POP** Problem Orientated Policing  
**PPD** Police Policy Directorate  
**PPP** Public Private Partnership  
**PRCU** Policing & Reducing Crime Unit  
**PSA** Public Service Agreement  
**PSDB** Police Scientific Development Branch  
**PSJIC** Prison Service Joint Industrial Council – consortium of trade unions  
**PSRCP** Public Safety Radio Communication Project  
**PSTUS** Prison Service Trade Union Side

**Q** **Q1, Q2 etc.** – Monitoring Quarter 1, 2 etc.

**R** **RAB** Resource Accounting and Budgeting  
**RBI** Reduction of Burglary Initiative  
**R&D** Research & Development  
**RDS** Research, Development and Statistics  
**RIP** Regulation of Investigatory Powers Act 2000

**S** **SCS** Senior Civil Service  
**SDA** Service Delivery Agreement  
**SO** Sentencing & Offences UNit  
**SPGCJS** Strategic Planning Group for the Criminal Justice System

**U** **UKADCU** UK Anti-Drugs Co-ordination Unit  
**UKPA** United Kingdom Passport Agency

**V** **VFM** Value for Money

**Y** **YJB** Youth Justice Board – Home Office NDPB  
**YOT** Youth Offending Team

## Useful Web Links

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

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

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

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

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

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

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

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

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

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