



Northern
Ireland
Office

An abstract, circular, fisheye-style image showing a blurred scene of people in a brightly lit, possibly indoor, environment. The image is overlaid with a teal-colored curved banner at the bottom.

Autumn
Performance
Report
2007



Northern Ireland Office Autumn Performance Report 2007

Presented to Parliament by the Secretary of State for Northern Ireland

By Command of Her Majesty

Dec 2007

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Foreword

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

I am pleased to present to Parliament the Northern Ireland Office's Autumn Performance Report covering the period from 1 April until 30 September 2007.

By any standards the last six months has been a momentous period for Northern Ireland. On 8 May devolution was restored and Ian Paisley and Martin McGuinness took their places at the head of the power-sharing Executive at Stormont. This development was watched across the world. The leadership which Ian Paisley and Martin McGuinness showed on that day, and continue to show, has provided inspiration and hope that conflicts, however intractable they seem, can be resolved and that different traditions can work together successfully.



Progress to embed the restoration of local democracy has continued apace since 8 May with local politicians actively working together at Stormont in the Executive and the Assembly. Northern Ireland Ministers agreeing and publishing their draft Budget, Programme for Government and Investment Strategy in October, the First and deputy First Minister representing Northern Ireland together at events both at home and abroad and Northern Ireland Ministers hosting a visit from potential American company investors in advance of a major investment conference in Belfast next year.

The programme of normalisation was also completed on 31 July, bringing to an end Operation Banner and reducing the military presence in Northern Ireland to ordinary peacetime levels – a powerful and visible sign of greater normality.

There is still work to be done to complete the process of devolution, in particular to devolve policing and justice powers to the Assembly. But the first steps towards this have already been taken with Sinn Féin's active support for the police and participation in the Policing Board. Local accountability for policing is being further strengthened with Sinn Féin representatives joining District Policing Partnerships as they are being reconstituted. These changes pave the way for the next step of devolution, delivering what the polls show the public want – local politicians fully accountable and responsible for issues such as public safety, crime, sentencing policy and prisons.

It is for the parties to decide when the time is right to devolve policing and justice. For its part, the Government will be ready to make the transfer of powers next May, as envisaged in the St Andrews Agreement. Until that transfer takes place we will continue to make decisions on these issues in the interests of everyone in Northern Ireland. But we do think that this further stage of devolution is the right way forward for Northern Ireland.

Only when devolution is completed can Northern Ireland's full potential be realised – its potential to build a shared future, create opportunities, strengthen the economy and maximise investment. When Northern Ireland has the confidence to take over the full range of devolved powers this will confirm to the world at large that it really has broken away from the past and is set on building a new and better future for itself.

I hope that the parties will accept that challenge and work together to complete the process of devolution which has begun with such pace and promise.

A handwritten signature in black ink, which appears to read 'Shaun Woodward'. The signature is written in a cursive, slightly stylized font.

Rt Hon Shaun Woodward MP
Secretary of State for Northern Ireland

Northern Ireland Office Ministerial Responsibilities

Secretary of State for Northern Ireland

The Rt Hon Shaun Woodward MP

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



Minister of State

Paul Goggins MP

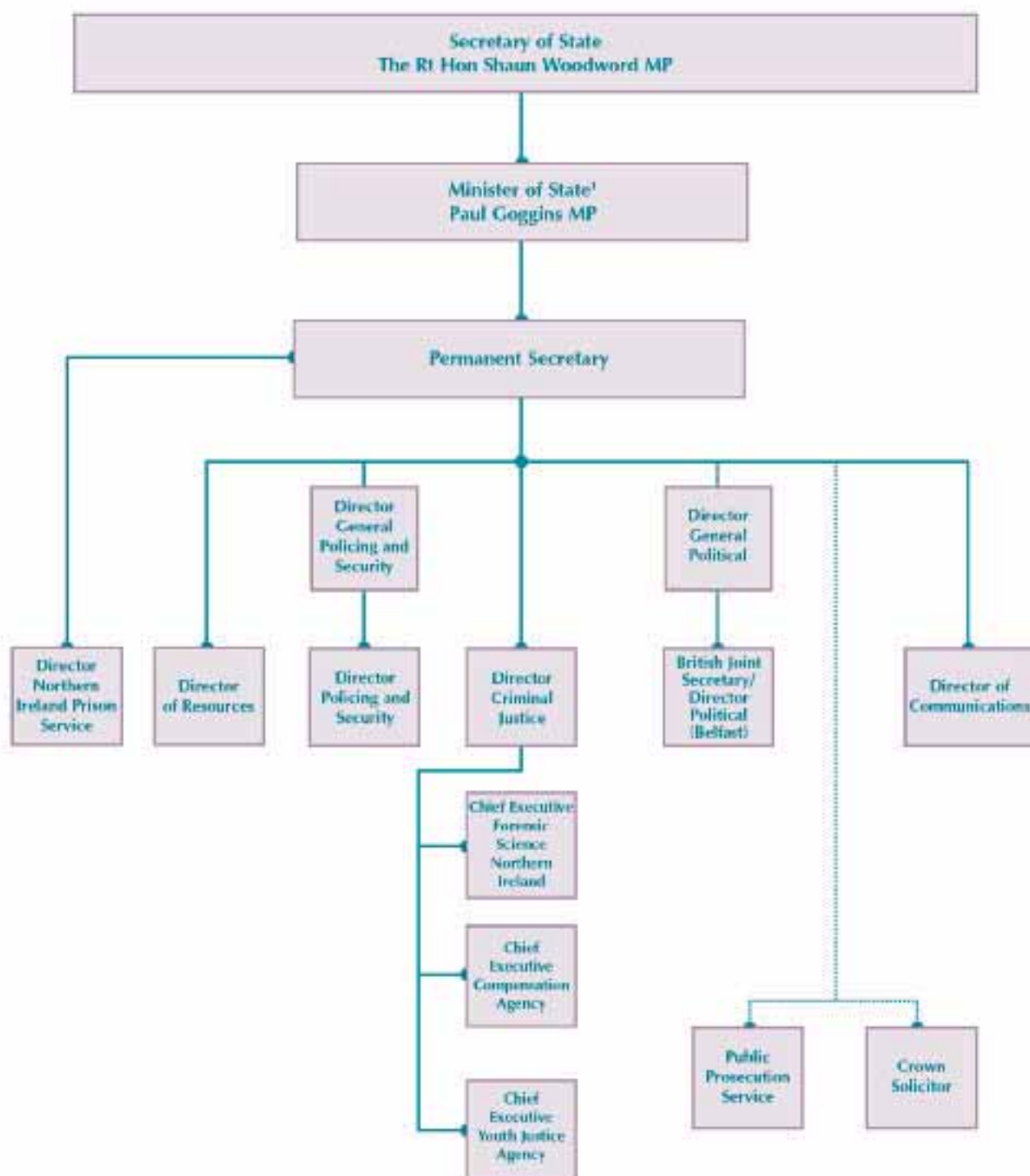
- Criminal Justice
- Security and Policing
- Prisons
- Organised Crime Task Force
- Equality, Human Rights, Elections.



Northern Ireland Spokesperson in the Lords

Rt Hon Lord Rooker

Structure of the Northern Ireland Office



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



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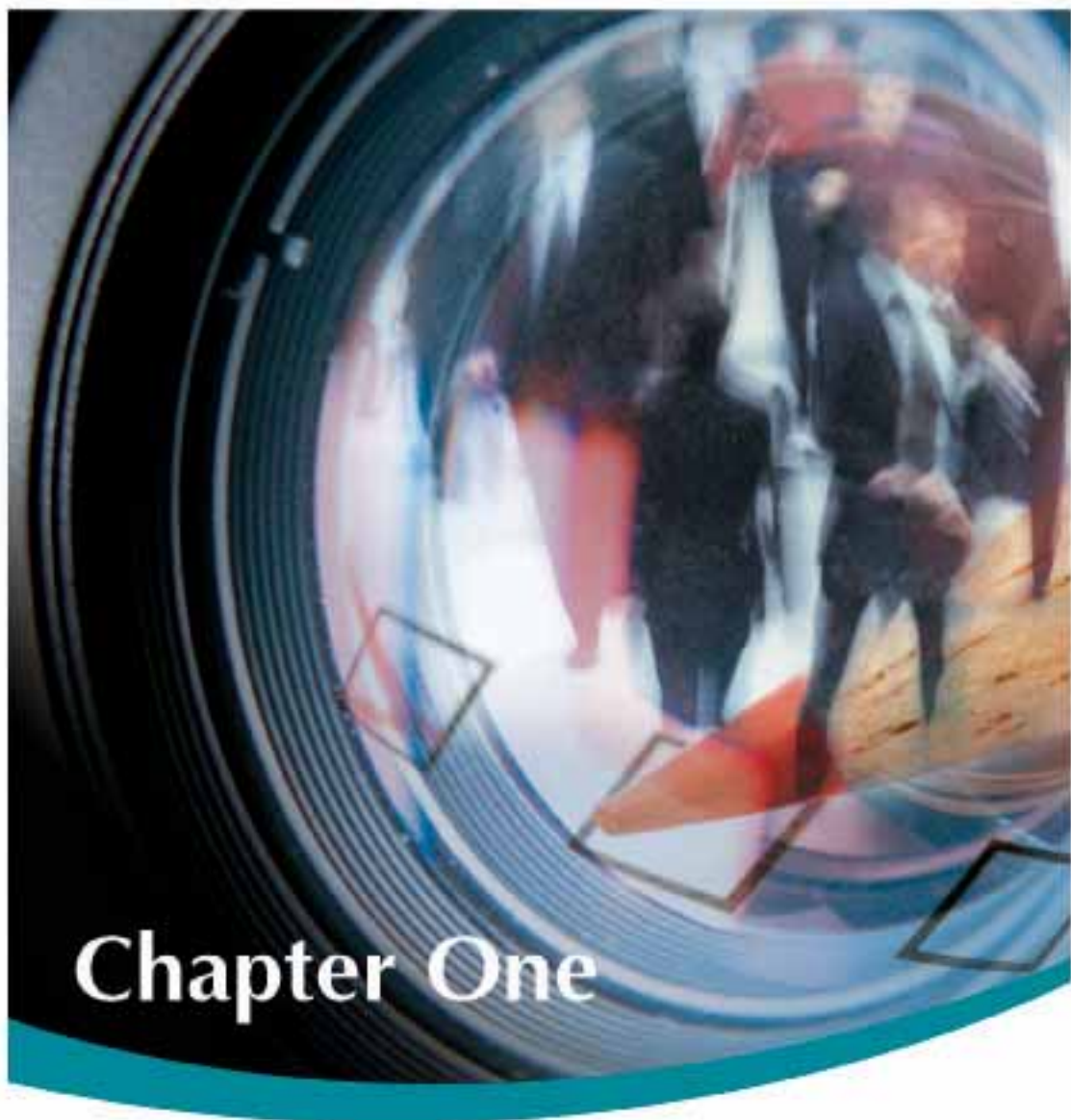
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Chapter One

Aim and Objectives and Structure



Introduction

The Secretary of State is responsible for representing Northern Ireland's interests within the UK Government. In addition, he has policy responsibility for a range of constitutional, security, policing and justice policies in Northern Ireland and overall responsibility for ensuring political stability. Following the return of devolved government in May 2007, the Secretary of State is assisted in this role by a Minister of State¹. This report relates to the Northern Ireland Office only and its handling of matters "excepted" and "reserved" to the United Kingdom Parliament as set out in the Northern Ireland Act 1998. The NIO website address is <http://www.nio.gov.uk>

The purpose of this Autumn Performance Report is to provide an account of the Northern Ireland Office's progress against the objectives and targets identified in its Public Service Agreement in the six months since the period covered by the annual Departmental Report.

Aim and Objectives

The overall aim of the Northern Ireland Office, as set out in its first spending review Public Service Agreement (SR2000), is to secure a lasting peace in Northern Ireland, based on the Good Friday Agreement, in which the rights and identities of all traditions in Northern Ireland are fully respected and safeguarded and in which a safe, stable, just, open and tolerant society can thrive and prosper.

In support of this aim the NIO has a number of strategic objectives:

- To work with the Northern Ireland Administration, the Parties and, as appropriate, the Irish Government to support stable and effective devolution through the restored institutions;
- To prepare for the devolution of policing and justice to the restored institutions;
- To ensure, working with the devolved administration and others, that the legacy of the past is addressed effectively and sensitively so that the community in Northern Ireland can build a future that is not overshadowed by it;
- To work with the PSNI and policing bodies to secure a modern, effective and efficient service, post normalisation, which will win and retain the support and confidence of the whole community;
- To enhance community safety and public confidence by continuing to develop the effectiveness, efficiency and responsiveness of the criminal justice system in Northern Ireland;
- To protect the public by working across the criminal justice system to reduce criminality and the risk of re-offending by those sentenced by the courts;
- To manage securely, safely and humanely those committed by the courts to custody; and
- To ensure that the annual cost per prisoner place in Northern Ireland falls to £82,500 by 2007/08.

Structure

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

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

The Board is made up as follows:

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

Subject to Ministerial agreement the Departmental Board sets the strategic direction for the NIO through the Departmental Business Plan, prioritises the allocation of resources to match development and delivery requirements, and monitors and is accountable for departmental performance.

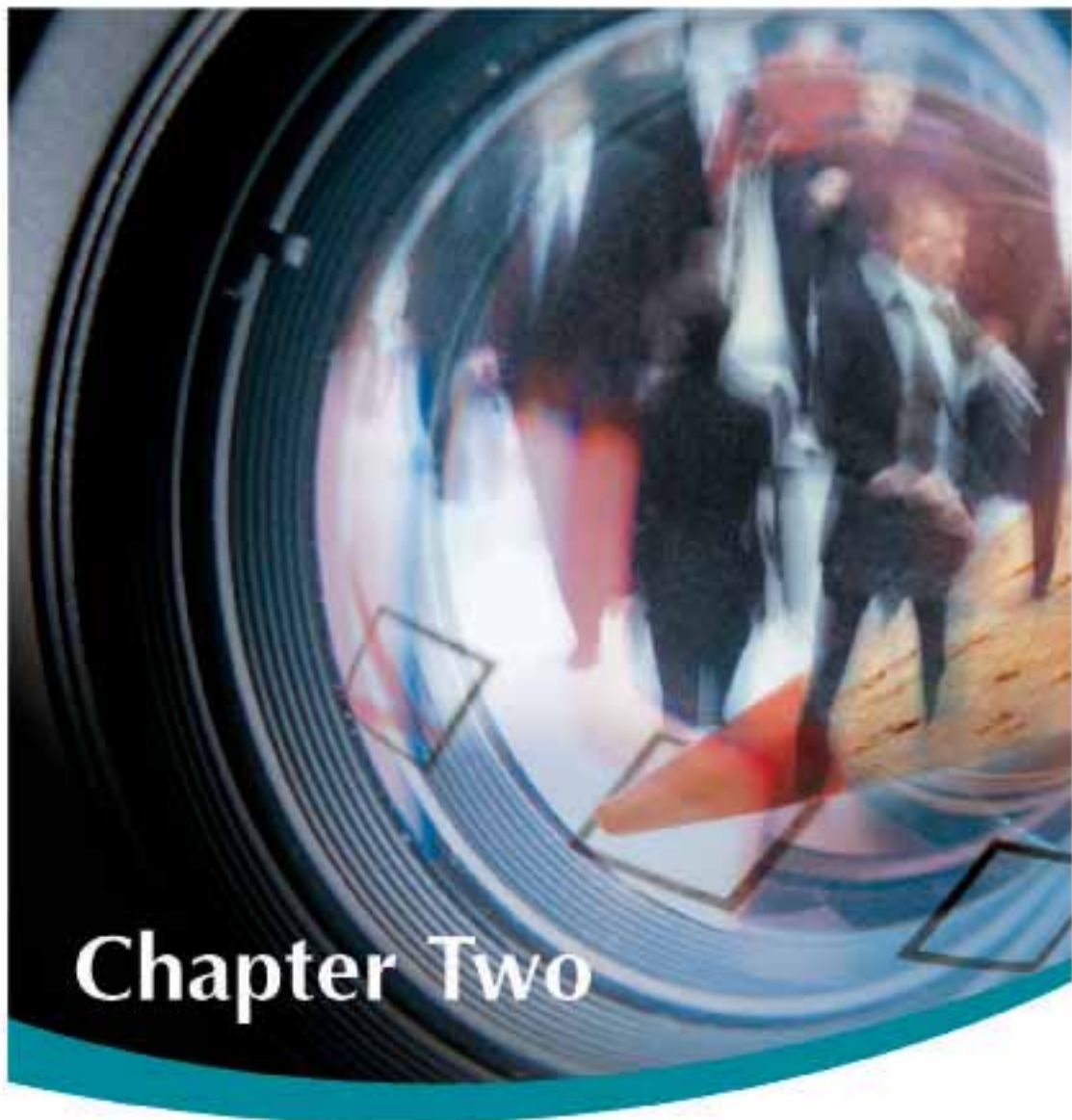
The Northern Ireland Office consists of a core department, made up of five separate but integrated functions:

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

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

- Executive Agencies and Law Offices;
- Non-Departmental Public Bodies (NDPBs), Executive, Tribunal and Advisory;
- Independent Monitoring Bodies;
- Independent Statutory Bodies; and
- Other Public Bodies.

These differ considerably from each other in terms of their formal status, intended purpose, statutory or other responsibilities, the degree of independence from government and their size.



Planning and Resources



Introduction

In common with other government departments, Parliament grants the NIO the resources to meet its key tasks and priorities. The mechanism which determines the level of resources needed is the Spending Review. The period covered by this report falls within the 2004 Spending Review (SR2004). The NIO's priorities are set out in its SR2004 Public Service Agreement (PSA). The Spending Review provides the linkage between these priorities and the spending plans necessary to achieve them.

2004 Spending Review

In July 2004, as part of SR2004, the NIO announced its strategic plans and priorities for the three year spanning the period 2005/06 to 2007/08. The PSA for this period has been published and may be viewed on the NIO web site, www.nio.gov.uk

Planning NIO's Delivery of Public Services

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

- the Public Service Agreement which sets out the Department's overall aim and principal objectives and lists the particular high level targets that have been agreed for the Department;
- the Technical Note which defines the basis on which its success in meeting its objectives will be assessed; and
- the NIO's Annual Report of Resource Accounts which details the Department's financial objectives and performance.

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

Public Service Agreement

The PSA represents a firm commitment to the public by the NIO to deliver the services described either directly or through the various bodies it funds. The Secretary of State for Northern Ireland is responsible for delivery of the PSA. Performance against each of the targets is monitored and reported to HM Treasury quarterly and published on both a six-monthly basis and annually. The PSA has three parts:

- objectives (i.e. the principal tasks to which the NIO is committed);
- targets (specified levels of performance or achievement related to individual objectives), and
- a Technical Note which describes how performance in relation to the targets will be measured.

Appendix A sets out the NIO's current PSA objectives and targets associated with the 2004 Spending Review and provides an up to date summary of achievement against them.

Evolution of SR2004 Objectives and Targets

The NIO's first PSA, which was developed as part of SR2000, identified the key aspects of the Department's business as seven objectives and nine targets which spanned politics, security and policing, the criminal justice system and value for money. When the Department was considering its SR2002 PSA, it became clear that nine targets did not represent a particularly good focus on the key business.

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

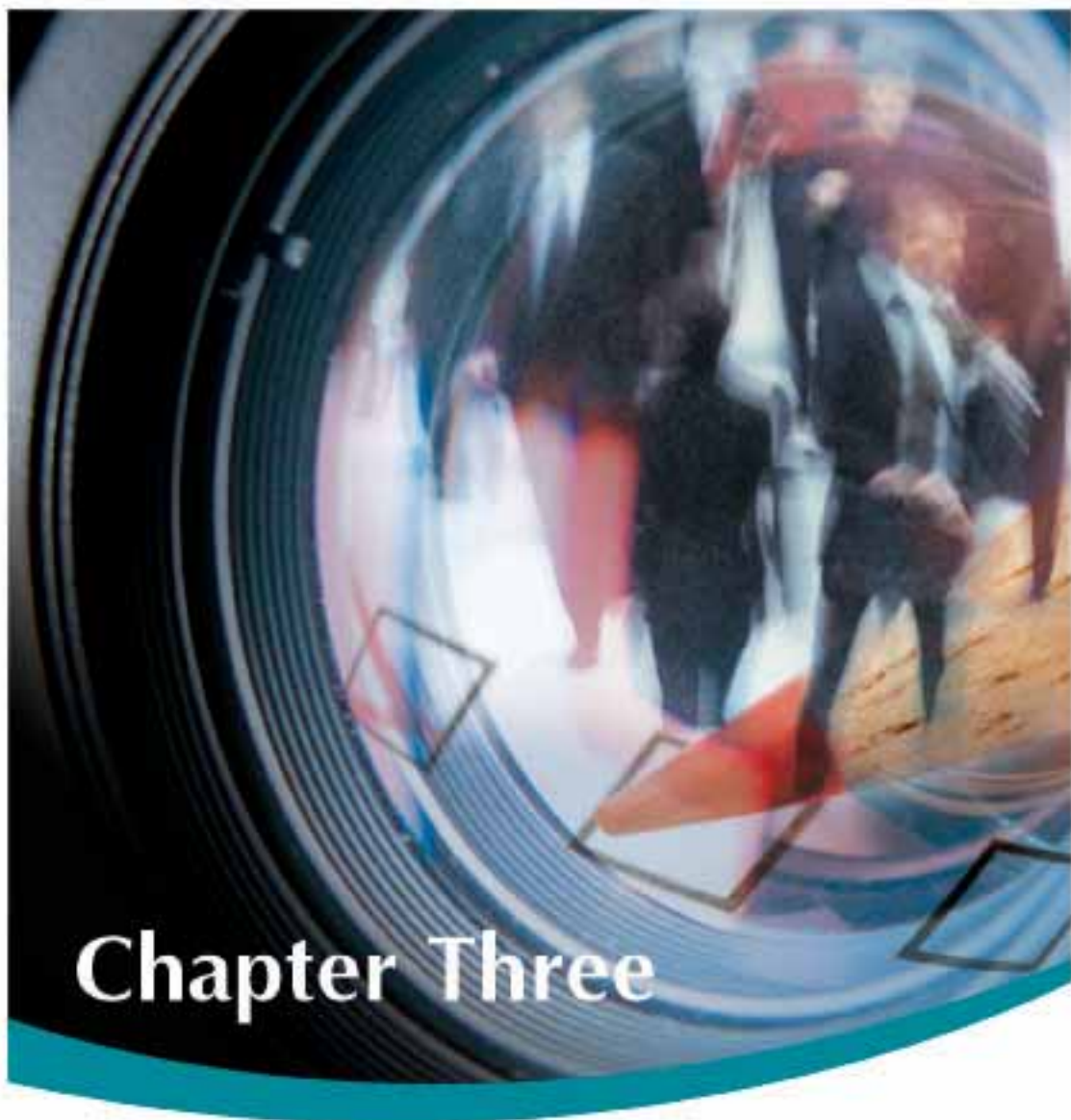
Appendix B sets out in more detail the evolution of the four PSA targets from SR2002 to SR2004.

Technical Note

The Technical Note provides an understanding of how the NIO's performance against its PSA targets is actually measured. The Note explains the sources of performance data, the frequency and validation of the data collection, the baselines from which progress is measured and, where necessary, the terminology employed in the PSA. During February 2007 the National Audit Office carried out a validation exercise on the data systems outlined in the Technical Notes and indicated in their subsequent report that they were content that the systems were fit for purpose. The current Technical Note may be found on the NIO web site.

Annual Report of Resource Accounts

The NIO publishes an Annual Report of Resource Accounts which presents the Department's accounts for the financial year. Included within this report is the Operating and Financial Review. This details financial objectives, financial performance, service developments and cost pressure and financial risk. It also discusses future developments e.g. the Efficiency Programme being implemented as part of SR2004. The 2006/07 Resource Accounts were published on 11 July 2007 and are available on the NIO web site.



Chapter Three

Delivery of Efficiency Targets and SR2004 PSA Objectives and Targets

Progress against Efficiency Targets

The 2004 Spending Review committed the Northern Ireland Office to achieving a target of £90 million of efficiency gains by March 2008 as part of the Government's overall efficiency target, based on Sir Peter Gershon's report, 'Independent Review of Public Sector Efficiency' (July 2004).

By June 2007, this target had been achieved, with efficiency gains of £92.6m realised. The Department will continue to explore opportunities for further gains.

Overview of Efficiency Gains

Some 170 efficiency initiatives have been identified, ranging from large projects, such as NICHE (a replacement enterprise-wide ICT infrastructure solution for PSNI) to smaller projects such as improvements in contracts for cleaning services. In addition, contingency plans continue to be identified.

Table 3.1 shows the efficiency gains the Department has delivered and those it expects to make broken down by the NIO's six Efficiency Programme Delivery Groups. At the end of the 2006/07 financial year, £83.4m of efficiency savings had been delivered, with a further £9.2m savings delivered up to June 2007. Of the total £92.6m savings identified to June, £62.7m is cash releasing. Measures are in place across all programmes to ensure that service quality is at least maintained, if not improved.

Table 3.1 – Overview of Efficiency Gains

DELIVERY GROUP	Results for 2004/05 (£000s)	Results for 2005/06 (£000s)	Results for 2006/07 (£000s)	Interim Results June 2007 (£000s)	Forecast for 2007/08 (£000s)
PSNI	5,200	30,026	64,701	72,370	75,394
NIPS	1,243	4,260	5,024	5,164	5,164
Central Services Directorate	1,200	2,380	2,445	2,715	3,388
Criminal Justice Directorate	353	7,162	8,026	9,038	9,142
Policing and Security Directorate	226	1,708	2,097	2,175	2,442
Political Directorate	378	1,069	1,144	1,207	2,651
NIO Total	8,602	46,605	83,437	92,669	98,181

Headcount Reduction

One of the key aspects of the Government efficiency targets is a reduction in the number of civil and public servants. As part of the 2004 Spending Review settlement, the NIO committed to workforce reductions of 1,446 public servant posts and 128 civil servant posts. The Department is on course to meet these targets.

The public servant reduction target was based on the assumption that all Full-Time Reserve (FTR) officers in the PSNI would have left the Service by March 2008. However, the Chief Constable decided in September 2004 to retain 680 FTR officers to meet ongoing operational needs. The Department is continuing to strive to meet its public servant headcount target.

After factoring in the effect of allowable staff increases in frontline growth areas, at June 2007 there was a forecast net reduction of 529 civil servants and 1,102 public servants by March 2008. Measures are in place across all programmes to ensure that service quality is at least maintained, if not improved, as a result of these staff reductions.

Lyons Relocation Target

The NIO is committed to the relocation of eight posts from its small London office. Seven and a half posts have already been moved out of London at June 2007. The target of eight by March 2008 is on track.

Efficiency Technical Note

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

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

Table 3.2 - Breakdown of the Department's Efficiency Savings

Workstream ID	Workstream Type	2004/05 (£000s)	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)
Cash					
1	Procurement (All bodies)	298	3,011	9,952	9,972
2	Corporate Services (PSNI)	5,200	5,717	11,031	13,031
3	Corporate Services (NIPS)	0	142	143	189
4	Corporate Services (Core & Other Bodies)	860	1,422	2,304	2,334
5	Policy, Funding and Regulation (PSNI & Core)	773	7,707	8,469	12,377
6	Increased Productivity (PSNI)	0	17,227	30,622	32,291
7	Other (Core & Other Bodies)	160	603	783	1,974
8	Policy, Funding and Regulation (NIPS)	1,243	1,367	3,412	3,719
	Total Cash	8,534	37,196	66,716	75,887
Non-Cash					
1	Procurement (All Bodies)	0	1,231	3,962	5,460
9	Productive Time (PSNI)	0	4,793	9,374	10,448
10	Productive Time (Core & Other Bodies)	68	3,385	3,385	6,386
	Total Non-Cash	68	9,409	16,721	22,294
	Overall Total	8,602	46,605	83,437	98,181

PSA Objective 1:

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

No specific Target.

The restoration of devolved Government in Northern Ireland on 8 May 2007, which followed the St Andrews Agreement of 13 October 2006, was widely recognised as an historic step in the political history of Northern Ireland. Ian Paisley and Martin McGuinness accepted their nominations as First Minister and deputy First Minister to lead the first inclusive power sharing Executive with Ministers drawn from the four largest parties – the DUP, Sinn Féin, UUP and SDLP.

The pace of change has continued since restoration with regular and substantive activity by the Executive and the Assembly, including preparation for an inward investment conference in spring 2008. The Executive published its draft budget, Investment Strategy and Programme for Government for the next CSR period in October. The British-Irish Council met on 16 July – for the first time in Belfast – and a meeting of the North South Ministerial Council took place the following day. All parties are actively committing to power sharing – one of the two key pillars of the St Andrews Agreement.

Sinn Féin have taken up seats on the Policing Board and are joining District Policing Partnerships as these are reconstituted over the coming months. They continue to actively support, and encourage support for, the police and the rule of law – the second of the two pillars of the St Andrews Agreement.

This new political landscape created the backdrop for another peaceful parading season this summer. In July Operation Banner came to an end after more than 30 years with the reduction of the military presence in Northern Ireland to peacetime levels.

On 22 June the Government announced the establishment of a consultative group with a remit to consult across the community on the best way to deal with the legacy of Northern Ireland's past. The group which is chaired by Lord Eames, the former Archbishop of Armagh, and Denis Bradley, the first vice-chairman of the Policing Board, will report to Government next summer.

Future Programme of Work

The Government continues to work closely with the Assembly and Executive to support stable devolution and to work with the Irish Government, particularly through the framework of the British-Irish Intergovernmental Conference. The focus of the Government's work is now firmly on the completion of devolution with the transfer of policing and justice to the Northern Ireland Assembly. The St Andrews Agreement envisaged that this could happen in May 2008, following a cross-community vote in the Assembly. Work is in progress within the Northern Ireland Office to put in place by May 2008 the necessary practical preparations to facilitate the devolution of policing and justice when the Assembly requests it.

PSA Objective 2:

To build and sustain confidence in the effectiveness and efficiency of the police service and police oversight and accountability arrangements in Northern Ireland.

PSA Target 1 (part 1):

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

This target is on track.

The level of the community's confidence in the criminal justice system, including policing, is measured annually via an independent and representative public survey, the Northern Ireland Crime Survey (NICS).

The NICS is conducted by the Northern Ireland Statistics and Research Agency. It draws on a representative sample of persons aged 16 and over throughout Northern Ireland. All questions are fully piloted and statistically validated. In addition to measuring confidence issues, the Survey gives rise to two National Statistics outputs, in the form of bulletins on crime victimisation and the fear of crime. The bulletins incorporate descriptive commentary, tabular and graphical results, and technical notes relating to levels of statistical accuracy. They are available on the NIO website.

Over time the NICS will be used to measure progress against the target, but a baseline had to be constructed from the information that was available at the time. Originally not all of the indicators which are now used to measure different aspects of confidence in the police were available in the NICS. Therefore four questions from the NICS and three questions from the Northern Ireland Omnibus Survey were used to establish the baseline. All seven questions now feature in the NICS.

Results from the seven indicators were used to produce a composite baseline figure of 73%. This consisted of a weighted average rating for confidence in terms of:

- how good a job the police are doing;
- whether they treat Catholics and Protestants equally;
- whether they can provide an effective day-to-day policing service;
- whether the Policing Board is part of the police or independent of the police;
- whether the Policing Board helps ensure the police do a good job;
- whether the Police Ombudsman is part of the police or independent of the police; and
- whether the Police Ombudsman helps ensure the police do a good job.

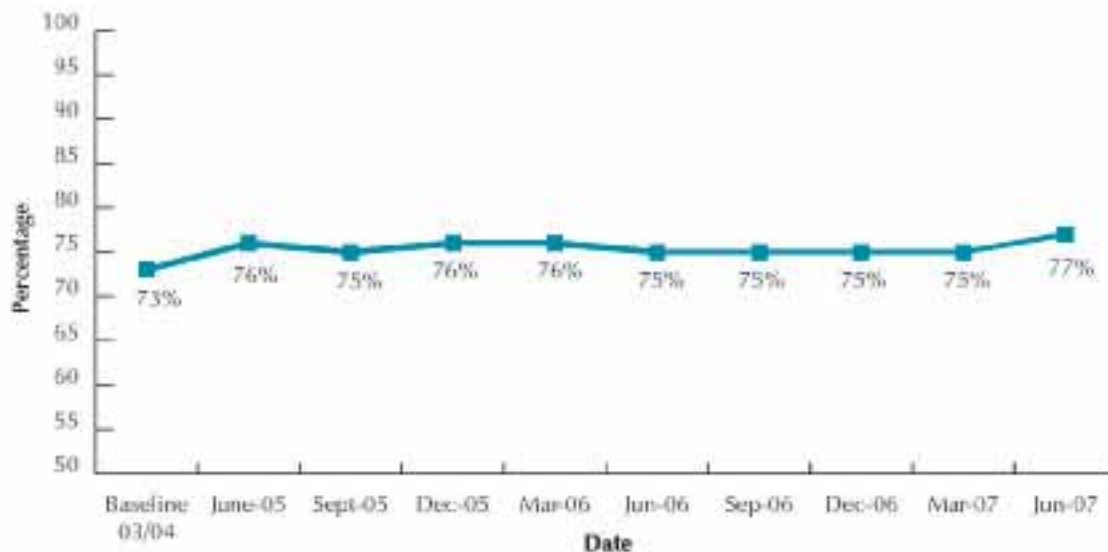


The aim is to increase the composite confidence figure to 76% by March 2008. A comparable result for how good a job the police are doing is published by the Home Office in respect of England and Wales.

For the purposes of these surveys, the two main communities refer to those who have declared themselves as Protestant or as Catholic.

Performance Measures	Latest Outcome
<p>Progress has been tracked with effect from January 2005 via the continuous Northern Ireland Crime Survey, an independent and representative public survey.</p>	<p>The NICS fieldwork for the period July 2006 to June 2007 has produced a composite confidence figure of 77%, up four percentage points on the baseline (73%).</p> <p>Chart 3.1 below outlines the survey results in relation to public confidence in the police and policing arrangements from April 2004 to June 2007.</p>

Chart 3.1 – Confidence in the police and policing arrangements from baseline year 2003/04 to June 2007



Progress Since April 2007

Levels of public confidence in the police and policing arrangements have remained at a high level – a tribute to the good work of all those involved in the delivery of policing services, including the PSNI, the Policing Board, the District Policing Partnerships and the Police Ombudsman. The latest available figures from the Northern Ireland Crime Survey (covering the period July 2006 to June 2007) show that 63% of those interviewed think that the police do a good job in Northern Ireland, 77% of those surveyed think that the police treat both communities equally and 81% believe that the PSNI can provide an ordinary day to day policing service for everyone in Northern Ireland. Against seven key indicators, there is an average of 77% of those surveyed who have confidence in the police and policing arrangements in Northern Ireland. Overall this represents an increase of four percentage points on the composite baseline figure of 73% in 2003/04.

A working group comprising representatives from the NIO, the PSNI, the Policing Board and the Office of the Police Ombudsman, continues to look at ways of improving public confidence in policing. The aim of this work is to identify any actions that can be taken to promote joined-up working to enhance public levels of satisfaction. A major review of all the information relating to confidence which stakeholder groups had gathered (including surveys and research studies addressing public perceptions of policing and policing arrangements) has been carried out to help identify the issues that impact upon public confidence. This analysis will inform the development of a future co-ordinated strategy.

As in previous years, the Government has continued to work towards full implementation of the Patten Report recommendations. In his final report in May 2007, the Policing Oversight Commissioner confirmed that some 140 of the 175 Patten recommendations had been implemented and substantial progress had been made on a further 16. Both PSNI and the Policing Board have played a crucial role in this work. In particular, Patten's vision of a new beginning for policing, involving the community as a whole in the delivery of policing through locally accountable structures, has now been realised. On 22 May 2007, the Secretary of State announced the membership of the newly reconstituted Policing Board which for the first time includes representatives from the four main political parties in Northern Ireland. The new Board is fully up and running with all members participating in the work of the Board.

Legislation was commenced on 4 September 2007 to give effect to provisions in the St Andrews Agreement Act (October 2006). As a result of these changes 23 of the 26 District Policing Partnerships are being reconstituted in line with the Act and in co-operation with the respective councils. A review of District Policing Partnerships (DPPs) and Community Safety Partnerships is currently underway and future arrangements for DPPs, following the implementation in due course of the Review of Public Administration, are being actively addressed. Patten acknowledged when completing his report that a decision to reduce the number of district councils would also reduce the number of DPPs.

Future Programme of Work

In line with the recommendations in the Oversight Commissioner's final report consideration is being given to the future oversight of any remaining Patten recommendations. Work will continue on the review of DPPs referred to in the previous paragraph.

A consultation on the draft code of practice governing the appointment of independent members to DPPs closed on 26 September. Following consideration of the consultation responses, the code will be finalised to allow the recruitment of independent members to begin shortly afterwards. The Northern Ireland Policing Board is responsible, along with District Councils, for the recruitment process. All DPPs are to be reconstituted by March 2008.

PSA Objective 2:

To build and sustain confidence in the effectiveness and efficiency of the police service and police oversight and accountability arrangements in Northern Ireland.

PSA Target 1 (part 2):

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

This target is on track and the interim target has been achieved.

This PSA target arises from those recommendations in the Report of the Independent Commission on Policing, the Patten Report, relating to the religious imbalance within the police service. At the time of the Report, Catholic representation among regular officers was 8.3%.

The data used to measure progress comes from the Police Service of Northern Ireland. It shows the number of officers determined to be from Community Background 2 (Catholic) as a percentage of the total number of PSNI regular officers. Community background in relation to existing officers is assessed by reference to their notification of their primary school attendance, while the background of new recruits is determined from their own declarations based on guidance issued by the Equality Commission. Targets for Catholic representation in the PSNI relate to regular police officers only. The NIO seek regular updates of the data to monitor performance against the PSA targets. Community background statistics are published in the annual report of the Northern Ireland Policing Board.

Performance Measures	Latest Outturn
The percentage increase is measured using composition figures provided by Police Service for Northern Ireland Diversity Unit	As at 19 September 2007 Catholic representation in the police stood at 23.01% which is on track to achieving the in-house March 2008 interim target of 23.5%.

Progress Since April 2007

As at 19 September 2007, over 80,000 applications had been received to join the PSNI under the 50:50 recruitment arrangements. Of these, 8,038 applicants have so far met the UK-wide standard required for appointment and 2,803 have been selected as police trainees. Catholic representation among PSNI regular officers now stands at 23.01% which is on track to achieving the March 2008 interim target.

In his final report the Oversight Commissioner commended the PSNI and their recruitment agents for their advertising programme stating that it had been both imaginative and persistent. It has varied between competitions, but has included press, television, billboard, cinema and online advertising, all designed to

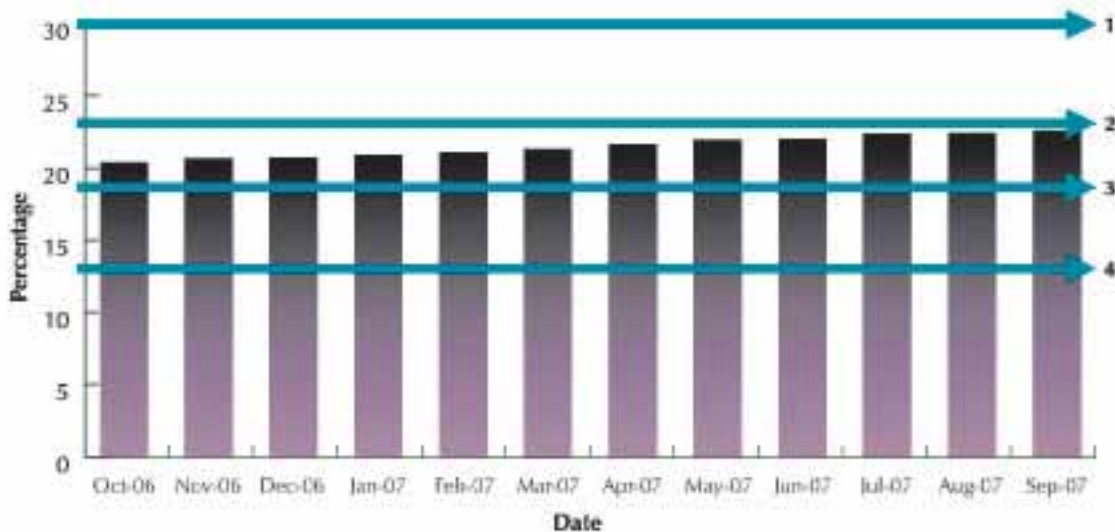
reach groups currently under-represented in the police service. The advertising programme covers Northern Ireland, the Republic of Ireland and the UK. From competition seven onwards applications could be submitted online.

In addition to a large number of Northern Ireland applicants, numerous applications have been received from the Republic of Ireland and Great Britain, as well as from a number of other countries. Applicants range in age from 17 to 54, with the highest percentage being that in the age group 25 to 29. Nearly 25% of all applicants entering training have post-secondary degrees.

The high level of applications for the finite number of posts, coupled with the high standard of applicants, has resulted in a significant surplus of candidates from both community backgrounds who have met the required UK-wide competency standards. We are encouraged that this response rate indicates that PSNI is becoming more accepted across Northern Ireland. The latest recruitment campaign (1.3) saw the highest ever proportion of Catholic applications, with 44% of the total 7447 applications coming from the Catholic community.

Chart 3.2 outlines progress towards the Catholic composition targets in the twelve month period to September 2007 and Chart 3.3 gives an indication of the breakdown of trainee applicants by religious affiliation.

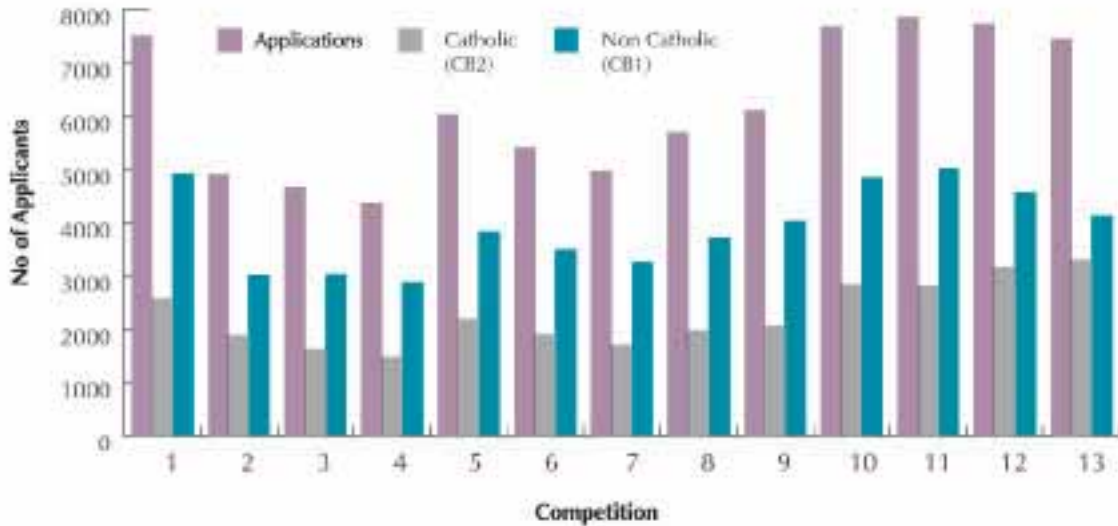
Chart 3.2 – Catholic Representation in the PSNI



KEY:

1. Target 30% by 2010
2. Interim Target 23.5% by March 2008
3. Interim Target 18.5% by March 2006
4. Interim Target 13.5% by March 2004

Chart 3.3 - Recruitment for Trainee Constables



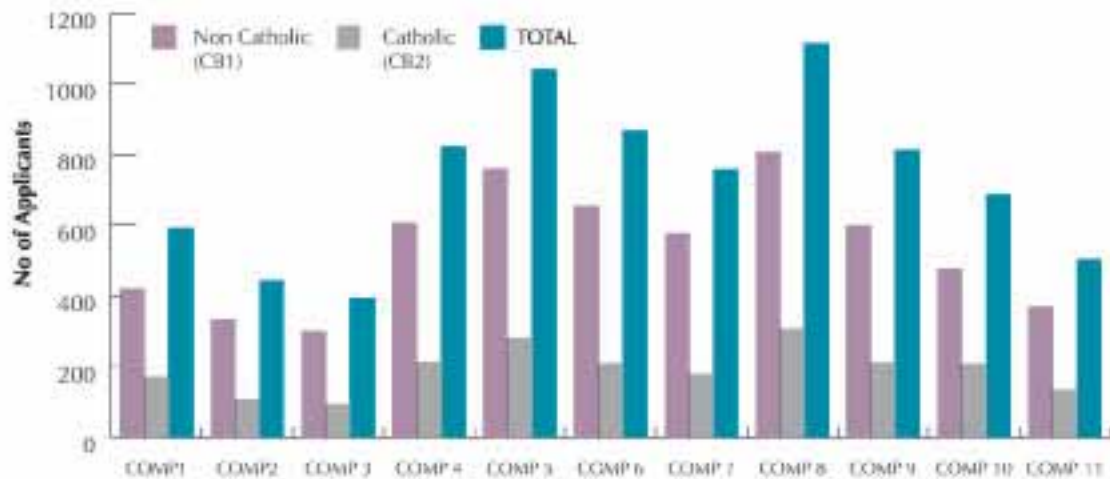
Future Programme of Work

The goal of the PSNI is to appoint 440 police officers annually on a 50:50 basis in order to achieve the overall target of 30% Catholic representation in the Service by 2010/11. An internal interim target of 23.5% has been set for March 2008.

As recommended by Patten, and provided for in temporary legislation, an equal number of Catholics and non-Catholics are then appointed. It is envisaged that once the PSA target of 30% Catholic police officers is met, the 50:50 appointment process from the merit pool will no longer be necessary and the number of Catholic officers will increase naturally.

The 50:50 provisions were renewed for a further three years in March 2007 following extensive debate in both Houses of Parliament. In the light of these debates we have undertaken to return to Parliament on an annual basis to report on the progress that has been achieved towards the 30% target. Chart 3.4 provides a breakdown of applicants who met the required standards in competitions one to eleven by community background.

Chart 3.4 - Merit Pool Table – Competition 1-11



PSA Objective 3:

To promote and build confidence in a criminal justice system in Northern Ireland that is efficient, effective and responsive through implementing the published plan of agreed changes deriving from the accepted recommendations of the review of the criminal justice system established under the Good Friday Agreement.

PSA Target 2

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

This target is well on track with confidence currently up by five percentage points.

The level of the community's confidence in the criminal justice system is measured annually via an independent and representative public survey, the Northern Ireland Crime Survey (NICS³).

Results from six NICS 2003/04 indicators, each of which measures a different aspect of confidence in criminal justice, have been used to produce a composite baseline figure of 39%. This consists of the unweighted average rating for confidence in the criminal justice system in terms of:

- respecting the rights of the accused;
- bringing people who commit crimes to justice;
- dealing with cases promptly and efficiently;
- meeting the needs of victims;
- reducing crime; and
- dealing with young people.

The aim is to increase the composite confidence figure to 42% by March 2008. Comparable results for the six indicators are published by the Home Office in respect of England and Wales.

³ For details on the operation of the NICS please see page 16

Performance Measures	Latest Outcome
Progress has been tracked with effect from January 2005 via the continuous Northern Ireland Crime Survey, an independent and representative public survey.	<p>The latest NICS fieldwork for the period July 2006 to June 2007 has produced a composite confidence figure of 44%, up five percentage points on the baseline (39%) and two points ahead of the 42% target.</p> <p>Chart 3.5 below outlines the survey results in relation to the criminal justice system from the baseline year in 2003/04 to June 2007.</p> <p>Table 3.6 provides the results from the six indicators which are used to arrive at the composite measure for confidence in the criminal justice system.</p>

Chart 3.5 – Public Confidence in the Criminal Justice System



Table 3.6 – Indicators which Measure Confidence in the Criminal Justice System

	Baseline 2003/04	% Confident July 2006 – June 2007
Respecting rights of people accused and treating them fairly	77	81
Bringing those who commit crimes to justice	38	44
Dealing with cases promptly and efficiently	33	37
Meeting the needs of victims of crime	33	35
Reducing Crime	28	36
Dealing with young people accused of crime	26	30
Composite Measure	39	44

Source: Northern Ireland Crime Survey

Progress Since April 2007

The second Criminal Justice System Northern Ireland (CJSNI) awards ceremony, which provides public recognition and reward for outstanding work towards developing a criminal justice system which serves and protects all the people of Northern Ireland, took place on 25 June 2007. The awards pay tribute to the staff and organisations within the community who are working in partnership to solve problems and address important issues that will make Northern Ireland a safer place and one in which the whole community has confidence.

At this year's Criminal Justice Conference, also held in June, links were strengthened with members of the Northern Ireland political parties who addressed delegates and representatives from the broader criminal justice community. The conference workshops, which focused on many issues impacting on public confidence, gave community representatives an opportunity to have their voices heard and present community views.

Future Programme of Work

The criminal justice system continues to maintain the pace of change, building on and going beyond the implementation of the original Criminal Justice Review to preparing for devolution. The NIO is committed to demonstrating to the community in Northern Ireland that the process of end-to-end modernisation and reform, coupled with the significant downward trend in crime, is producing a criminal justice system in which the community can have full confidence.

Members of the Criminal Justice Board have agreed to further strengthen partnership working on the confidence target and other key strategic issues through joint targets. Ministers have also now endorsed joint CJSNI targets on crime, diversity, reconviction, public confidence and delay. This enhanced partnership working should result in a more joined up service and therefore a more effective justice system which it is believed will enjoy an increased level of public confidence right across the community in Northern Ireland.

Plans for the third annual criminal justice week of events are in development. By highlighting the good work that is done we hope to show how effective the system already is and to boost public confidence by demonstrating the continuous improvement focus within the system.

The criminal justice system in Northern Ireland will continue to be monitored by the Criminal Justice Inspectorate Northern Ireland.

PSA Objective 4:

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

No specific Target.

The NIO regularly reviews its strategy for dealing with public order problems. This is based on ongoing PSNI assessment of the security situation, which Ministers discuss on a regular basis with the Chief Constable and other security advisers. The broad aim is to reduce the number of major incidents and lessen the consequences of those incidents through effective and sensitive handling and pro-active interventions where appropriate.

The Department has put in place arrangements for monitoring major security incidents, breaches of public order, serious violence against the person and instances of major criminal damage so as to provide accurate information to evaluate policy.

The Independent Monitoring Commission (IMC) was formally established by International Agreement between the British and Irish Governments in January 2004. Its objective is to carry out its functions with a view to promoting the transition to a peaceful society and stable and inclusive devolved Government in Northern Ireland. It does this by monitoring and reporting on matters relating to paramilitary activity, and it also monitored the progress of the security normalisation programme, announced by the Secretary of State in August 2005.

Up to the end of the period covered by this report the IMC had produced seventeen reports, four considered the security normalisation programme and the remainder paramilitary activity.

Progress Since April 2007

The seventeenth report published by the IMC detailed paramilitary activity in Northern Ireland. The report stated that PIRA was fully committed to pursuing the political path and would not be diverted from it. However, the report also indicated that dissident republicans continued to pose a threat to both the security forces and to the community at large, though it was not thought that any of these groups had the capacity to mount a sustained campaign. Excellent policing had resulted in a number of successes against dissidents. But gun attacks by dissidents on a police officer in Londonderry and in Dungannon in November 2007 highlight the continued danger that these groups pose.

The IMC recognised that there are signs within the loyalist leadership that they want to bring their communities out of conflict. The leadership had taken steps to reduce violence by members and the level of criminality though success had been limited. The violent scenes in Carrickfergus and Bangor in July and August were evidence of this. On 11 November the UDA made a statement which stood down the Ulster Freedom Fighters and made a commitment to end criminality and violence. This was a significant move by the leadership but engagement with the Independent International Commission for Decommissioning leading to decommissioning remains the test by which they will be judged.

In the case of the UVF, the 3 May 'statement of intent' represented a major turning point for the UVF. The leadership had set a strategy to which it was committed and had started to implement it. But the position was not yet entirely transformed and there were some pockets of resistance. Overall the pace of real change within loyalism remained too slow.

As demonstrated in the tables below, the security situation in Northern Ireland continued to demonstrate an improving trend. The Government's normalisation programme underlined the pace of change that has taken place in Northern Ireland society over the past two years. The ending of Operation Banner, after more than 30 years, was seen as a highly visible and welcome sign of normalisation. The report also highlighted the fact that the Police Service of Northern Ireland no longer required routine military support, with troop levels reducing to below the maximum figure of 5,000 specified in the normalisation programme. The number of military bases now standing at 13, also below the maximum number envisaged in the programme, was also seen as another testament to the ever changing security landscape.

The 2007 parading season, like that of 2006, was without significant incident. For those potentially difficult parades, dialogue at a local level helped to secure peaceful outcomes. As in 2006 the military was not deployed on the streets of Northern Ireland on 12 July.

Key statistics in relation to security and public order are provided below, together with a summary of the major trends.

Major Security Incidents	1 April 2003 to 30 September 2006	1 April 2004 to 30 September 2007*
Deaths	19	14
Shooting Incidents	560	404
Bombing /Explosions	338	102
Total	917	520

- The security situation in Northern Ireland has vastly improved in recent years and remains relatively peaceful. However, as indicated there was some UDA attributed violence over the summer months of 2007.

Public Order Incidents	1 April 2003 to 30 September 2006	1 April 2004 to 30 September 2007*
Petrol Bombing Incidents	1,144	1,136
Street Disorders	13,682	11,874
Hijackings (inc. attempts)	556	494
Other	1,395	1,218
Total	16,777	14,722

- The large number of street disorders can be attributed to the violent scenes at the Whiterock Parade in September 2005.

Serious Violence against the Person	1 April 2003 to 30 September 2006	1 April 2004 to 30 September 2007*
Paramilitary Shootings	337	195
Paramilitary Assaults	367	250
Total	704	445

- The levels of paramilitary activity have dramatically reduced in recent years and demonstrate clearly the positive impact of PIRA's commitment to eschewing violence.

* 2007 statistics are provisional and may be subject to minor amendment.

Future Programme of Work

Building on the success of the 2006 parading season, this year's peaceful summer would not have been possible without the concerted efforts of political and community leaders, parading bodies, the PSNI and the Parades Commission. This work will continue.

In addition, a Strategic Review of Parading was established in June 2007. The review's terms of reference are to:

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

The review body will report in 2008 and will publish an interim report around Christmas 2007.

Work is now beginning in earnest on the implementation of the Security Industry Authority (SIA) in Northern Ireland now that the Justice and Security (Northern Ireland) Act 2007 has completed its Parliamentary passage. The first step will be a three month research and scoping study. This will enable the SIA to understand the industry within Northern Ireland and any particular issues that may impact on the implementation project. It is hoped that the SIA can begin to accept licence applications in late 2009.

PSA Objective 5:

To lessen the impact of crime by working in partnership with other criminal justice agencies to maintain and develop policies aimed at preventing or reducing the threat of crime, the fear of crime and the incidence of crime and to provide support for the victims of crime.

PSA Target 3 (part 1):

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

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

This target was over achieved, with recorded domestic burglaries down by 25% and theft of and from vehicles down by 53% compared to the original baseline.

The recorded crime statistics for 2001/02, published by the Police Service of Northern Ireland in June 2002, provided the following baseline results for the crime reduction targets. During 2001/02, there were:

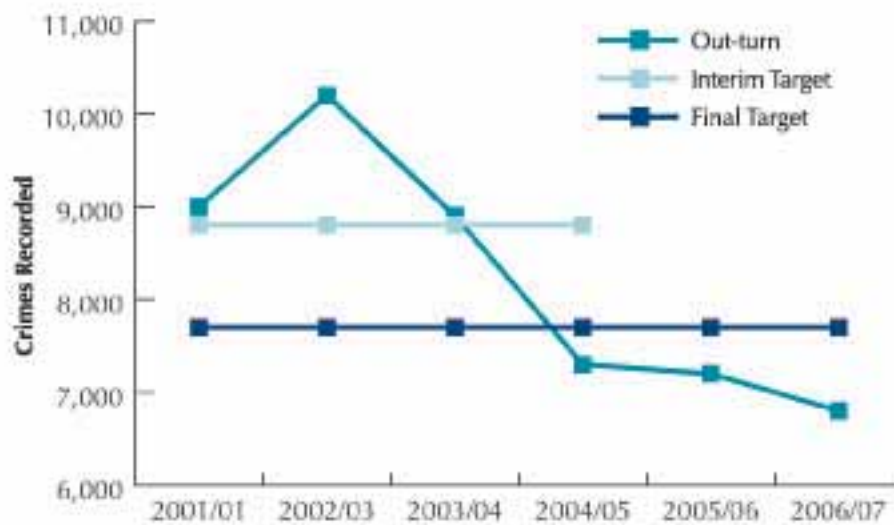
- 9,064 domestic burglaries (including 93 aggravated offences); and
- 15,589 offences of theft from a vehicle (including attempts) or substantive theft or unauthorised taking of a vehicle.

Recorded crime is a National Statistics output, which is collated and validated by statisticians out-posted to PSNI from the Northern Ireland Statistics and Research Agency. The data are collected in accordance with Home Office counting rules and relate to the principal notifiable offence committed (the most serious recordable offence). They are designed to count the number of victims of these offences. They do not include summary (non-recordable) offences, such as those relating to motoring. Neither do they include crimes which are not reported to nor recorded by the police. While the offences selected have been largely unaffected by the recording changes in recent years, they could be susceptible to fluctuations in reporting behaviour. The Home Office counting rules provide the most authoritative technical notes on recorded crime.



Performance Measures	Latest Outturn
Recorded Crime Figures:	<p>Recorded crime figures for 2006/07 show: 6,831 domestic burglaries, down 25% on the baseline figure and ahead of the final target for April 2007 (7,704) by 10 percentage points; and 7,372 incidences of vehicle crime, down 53% on the baseline figure and ahead of the final target for April 2007 (14,030) by 43 percentage points.</p> <p>The April 2005 interim targets were also exceeded by 17 and 32 percentage points respectively. Charts 3.6 and 3.7 show the year-on-year performance against the burglary and vehicle crime targets.</p>

Chart 3.6 - Recorded crimes of domestic burglary 2001/02 - 2006/07



Source: PSNI

Chart 3.7 - Recorded crimes of theft of or from a vehicle 2001/02 - 2006/07



Source: PSNI

Figures exclude attempted theft of or unauthorised taking of a vehicle.

Progress Up to April 2007

Recorded crime figures to the 31 March 2007 indicate that recorded domestic burglary crime figures had fallen 6% and vehicle crime had reduced by a further 9% when compared to 2005/06. This shows a continued downward trend in respect of both types of crime. This part of PSA target 3 had a completion date of 31 March 2007 and the outcome indicates that both elements have been exceeded, domestic burglary by 10 percentage points and car crime by 43 percentage points.


The Department has continued to fund a range of projects, both at regional level and through the work of Community Safety Partnerships (one for each District Council), that have contributed to the over-achievement of these targets. The most significant of these in financial terms has been the funding of the **Lock Out Crime** scheme. By 31 March 2007 a total of over 15,000 householders aged 65 and over had a range of enhanced home security measures fitted to their homes. It is anticipated that, when the final details of the completed work is known, that around 18,000 older people will have improved home security in place.

In addition the removal of untaxed vehicles, under **Operation Clean Up**, has continued and in the period from November 2004 when the project commenced up to the end of March 2007, over 6,300 vehicles had been removed from the Greater Belfast area, the majority of which were destroyed.

Future Programme of Work

At 31 March 2007 the **Lock Out Crime** scheme closed to any new referrals. Currently the independent contractors are completing the final installation of additional home security measures to the homes of those who were eligible and who requested assistance. Work is continuing with the delivery agent to secure an assessment of the impact of the measures provided under the scheme.

During 2006/07 work continued with a range of statutory and voluntary sector partners to develop a **strategy for the safety of older people**. This was approved by the Minister and published in June 2007.



Working in partnership with the Department of Social Development, Belfast City Council and Bryson Charitable Group, the Department's Community Safety Unit (CSU) has been involved in an **allegating project** in five areas of Belfast, aimed at reducing domestic burglary and anti-social behaviour whilst improving the environment for those affected by the scheme. Over 170 alleygates have now been installed in these five pilot areas and a manual has been published and made available to communities to help them understand the process and enable them to secure alleygates in other areas.

Working with Help the Aged and Age Concern, the CSU has continued to fund a **Handyvan scheme**, similar to that operated in GB, in the Greater Belfast area. This scheme assists with the installation of home security measures for older people who do not meet the criteria of the Lock Out Crime scheme. A similar scheme has been launched in Dungannon and others are now being planned by a number of Community Safety Partnerships.

The Community Safety Unit has continued to support the development of **Neighbourhood Watch** across Northern Ireland in partnership with the PSNI and the Northern Ireland Policing Board. By 31 March 2007 over 200 accredited schemes were in place, with at least one now in each district council area. Window stickers were issued to all scheme members to enable all participating householders to demonstrate their involvement with the scheme. ID cards were also given to all co-ordinators to provide reassurance to members during visits.

In September 2006 the CSU and the police, together with a corporate sponsor, launched an **initiative to tackle domestic burglary**. The initiative involved the creation of a DVD that has been used by a range of organisations, both statutory and community, as an information and awareness tool. To support this DVD a website was developed – www.howsecureismyhome.com. This offers householders an opportunity to assess their own home security against a standard. Each householder secures a red, amber or green rating and the site provides suggestions regarding areas for improvement. Since the launch of this campaign, further publicity has been organized to promote the website and to raise public awareness.

An evaluation of the impact of **Operation Clean Up** has been arranged; this will assist in assessing the impact of the project and contribute to any decision about future funding.

PSA Objective 6:

To ensure that the supervisory and custodial sentences imposed on offenders by the courts are delivered appropriately to protect the people of Northern Ireland and help reduce the risk of re-offending

PSA Target 3 (part 2):

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

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

Comparisons of the actual to predicted reconviction rates of earlier cohorts of offenders confirm that reconviction rates being achieved continue to run significantly lower than the predicted rates.

The system for measuring reconviction rates has been developed by Northern Ireland Statistics and Research Agency statisticians seconded to the NIO. A reconviction rate is defined as the percentage of offenders who were reconvicted, for any offence, within two years from the date of their non-custodial disposal or discharge from custody into the community. A database has been generated which provides information on reconviction rates for the periods 1998, 1999 and 2000. A predictor model has been developed, based on this information and a best practice approach, originally developed by the Home Office and refined to meet the specific circumstances of Northern Ireland. This model, which was completed in the autumn of 2004, generates predicted reconviction rates on an annual basis. Predicted reconviction rates are an estimate of the percentage of offenders who are likely to re-offend within a two year period, having controlled for offender characteristics. In other words, predictions assume that the nature of offending and the behaviour of offenders remains the same in each given cohort.

Previous work in this area demonstrated that a good predictor of reconviction was obtained by combining the total number of court appearances leading to a conviction and the time since the first conviction in a conviction rate variable. This variable is usually referred to as the Copas rate. The analysis demonstrated that for both the custodial and community sentence models the Copas rate was the strongest predictor of reconviction. Other significant predictors of reconviction for the custodial model included the principal baseline offence, age at discharge from baseline offence, previous convictions for violent behaviour, previous burglary convictions, baseline sentence length and age at first conviction. In addition to the Copas rate other significant predictors of reconviction for the community sentence model included age at baseline conviction, principal baseline offence, scheduled principal offence and gender. The 2001, 2002, 2003, 2004 and 2005 overall predicted rates are 46.5%, 46.4%, 48.5%, 45.4% and 45.9% respectively. The actual overall two-year reconviction rate for 2001 was 41.4%, for 2002 was 43.1% and for 2003 was 43.7%. Thus the rate of reconviction has decreased by 11%, 7% and 10% compared to the predicted rate, for 2001, 2002 and 2003 respectively.

Performance Measures	Latest Outturn
Achievement of target measured by the reconviction data for the 2005 cohort.	By its nature the outturn can only be identified for the 2005 cohort when the data on reconviction over the two years following discharge is available and aggregated.

Progress Since April 2007

There is evidence from elsewhere that a complex network of interlocking and mutually supportive activities can influence behaviour and thus offending, although it is not the only influencing factor. Evidence suggests that re-offending (and thus reconviction) is also influenced by an individual's past history of offending, their family support, educational attainment, mental health and their overall social context.

The importance of cross-departmental working is, therefore, key to driving offending behaviour down further. A number of measures have been adopted to inform departments about how they can influence offending behaviour through collaboration across government. Initial meetings have begun through the Northern Ireland departmental representative net, regular contact is maintained with NIPS and PBNI and briefings have increased awareness of the issue at Ministerial level.

The NIO's expectation is that the activities developed as part of SR2004 will collectively influence the marginal level of reconviction over the period, thus bringing it below the expected (predicted) level by April 2008 by the required 5%. Some indicators of progress can be gleaned from earlier cohorts, where levels of reductions in predicted reconvictions have significantly exceeded the 5% level. It should also be noted that the developing resettlement initiative and community based programmes will not have had the same impact on earlier cohorts of offenders.

Future Programme of Work

The Reconviction Monitoring Group and the Resettlement Multi-Agency Forum (established to oversee the roll-out of the supporting resettlement strategy) both meet on a regular basis to monitor developments, exchange information and good practice and provide advice to agencies and other bodies on activities supporting the achievement of the reconviction target. In addition, work has been commissioned on the development of an inter-agency reducing offending strategy for CSR07.

There are a number of inter-locking initiatives being progressed by statutory and voluntary agencies to reduce re-offending, and thus reconviction. These range from a drink-driving scheme, a scheme targeted at disqualified drivers that has been demonstrated to reduce re-offending by 75%, to novel and innovative mentoring and offender support schemes in the community, which link to and complement work being done by the Probation Board and the Northern Ireland Prison Service as part of a regional resettlement strategy. The inter-agency collaborative work on monitoring and managing risks associated with sex offenders on release from prison (MASRAM) is also important in reducing re-offending and protecting the public.

PSA Objective 7:

To ensure a cost effective prison service.

PSA Target 4:

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

Although the actual cost per prisoner place (CPPP) over 2006/07 was £90,298, the Service's outturn was within its allocated budget. Had the prisoner places increased as originally envisaged, against this expenditure outturn, the CPPP would have been £85,196, i.e. on target. The target is expected to be met in 2007/08.

The CPPP target is calculated by dividing the operating costs, measured in resource terms, by the average total available number of prisoner places (not the average number of prisoners) defined as Certified Normal Accommodation (CNA). This was similar to the overall CPPP calculation method previously used in England and Wales, but no longer in use as a performance measure because of its limitations. (It had most recently excluded significant costs such as healthcare, education and escorting.)

The means of determining CNA is also based on the methodology hitherto used in Great Britain (as defined in HM Prison Service Order No: 1900 of 2001). Annual cost per prisoner place targets are published in the Northern Ireland Prison Service Corporate and Business Plan and on the Northern Ireland Prison Service and NIO web sites.

Performance Measures	Latest Outturn
The CPPP target is calculated by dividing net operating costs by the number of staffed prisoner places certified as normal prisoner accommodation.	The 2006/07 CPPP target of £85,250 has not been met. The actual outturn was £90,298.

Progress since April 2007

The Service continues to strive to meet its CPPP target obligations. There are a number of projects being taken forward through the Blueprint programme, detailed below, that will create additional prisoner places and contribute to more efficient means of working and directing resources to the frontline, which will move the Service closer to the achievement of the CPPP in 2007/08.

Work has continued on each of the six strands of the Service's holistic Strategic Development Programme (Blueprint) as follows:

- (i) population projections and operational needs;
- (ii) development of the Prison Service estate strategy;



- (iii) the Service's approach to contestability;
- (iv) reviewing the delivery of the full range of escort services;
- (v) staff reward and recognition; and
- (vi) the value for money savings programme.

Much research and appraisal has been conducted in relation to Strands (i) to (iii). Work is continuing to complete an options appraisal for the estate strategy, which the Service is taking forward at the request of Ministers in partnership with the Strategic Investment Board. This is expected to be complete by the end of November 2007 enabling Ministers to reach decisions in regard to the estate strategy in the context of the CSR07 outcome.

Ministers gave approval for an in-house approach to the future delivery of the escorting service. This was implemented from 5 February 2007 and will deliver significant savings as part of the value for money savings programme agreed with HM Treasury in the Comprehensive Spending Review. Further work is underway in this area to evaluate the impact of an increase in the number of court sessions.

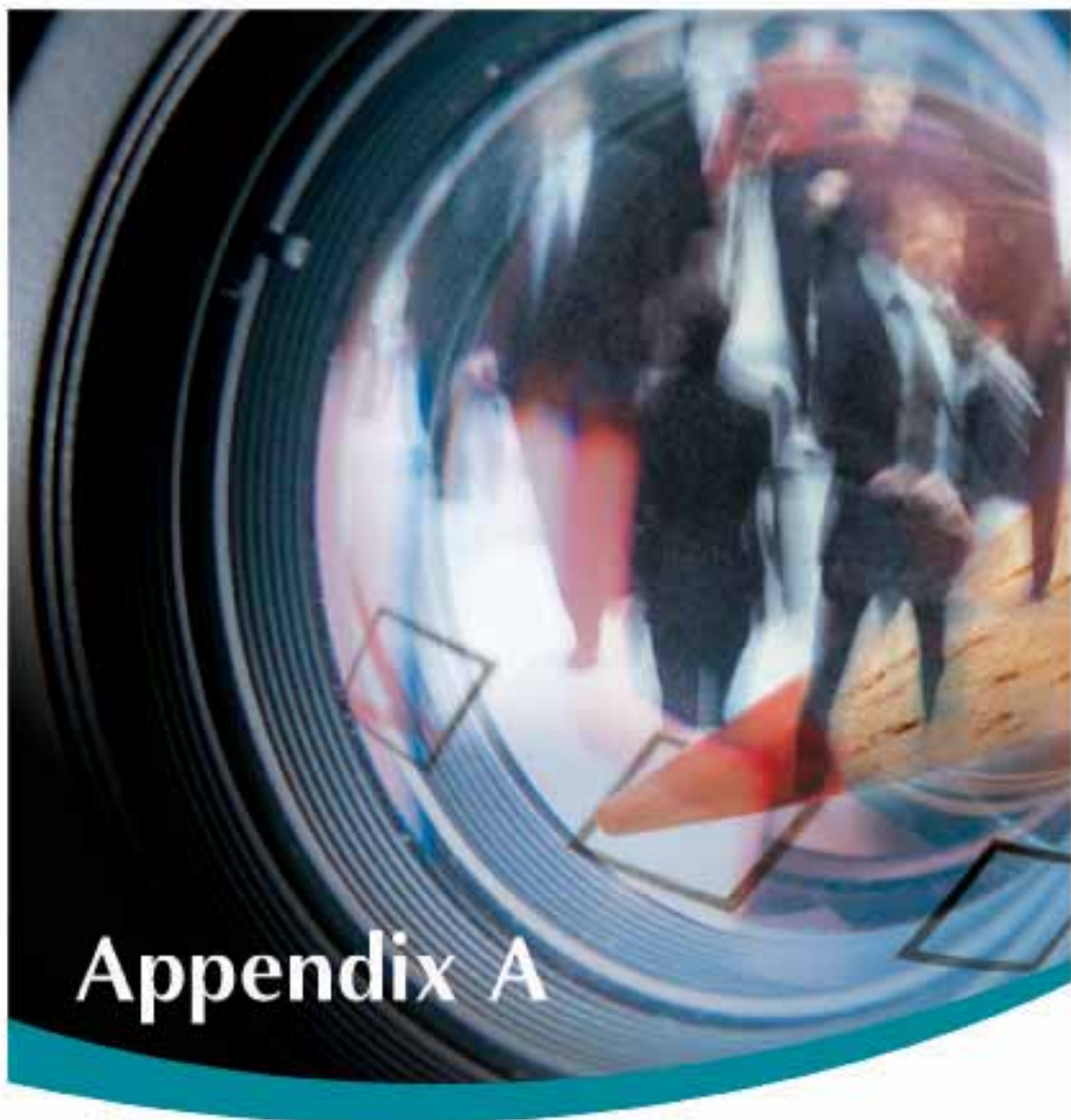
Progress has been made on Strand (v) and a three-year pay and efficiency programme has been agreed with the Prison Officers Association, including upfront reductions in posts and the introduction of new types of staff from April 2007. The package has scope to deliver significant savings over a three-year period.

Strand (vi) comprises a range of separate improvements and efficiency projects, the full impact of which will span a number of years. This has included an agreement for the NIPS to relocate its training function to the new integrated Training College at Cookstown, alongside the PSNI and the Fire Service. The College is scheduled to open in 2011.

These measures should have the effect, with others, of contributing to the achievement of the cost per prisoner place target in 2007/08 and delivering further reductions in the CPPP in future years, dependent on the delivery of additional accommodation to meet the growing population.

Future Programme of Work

The programme of work arising from the six strands will continue to be developed and implemented to create the shape of the Prison Service over the next decade and beyond.



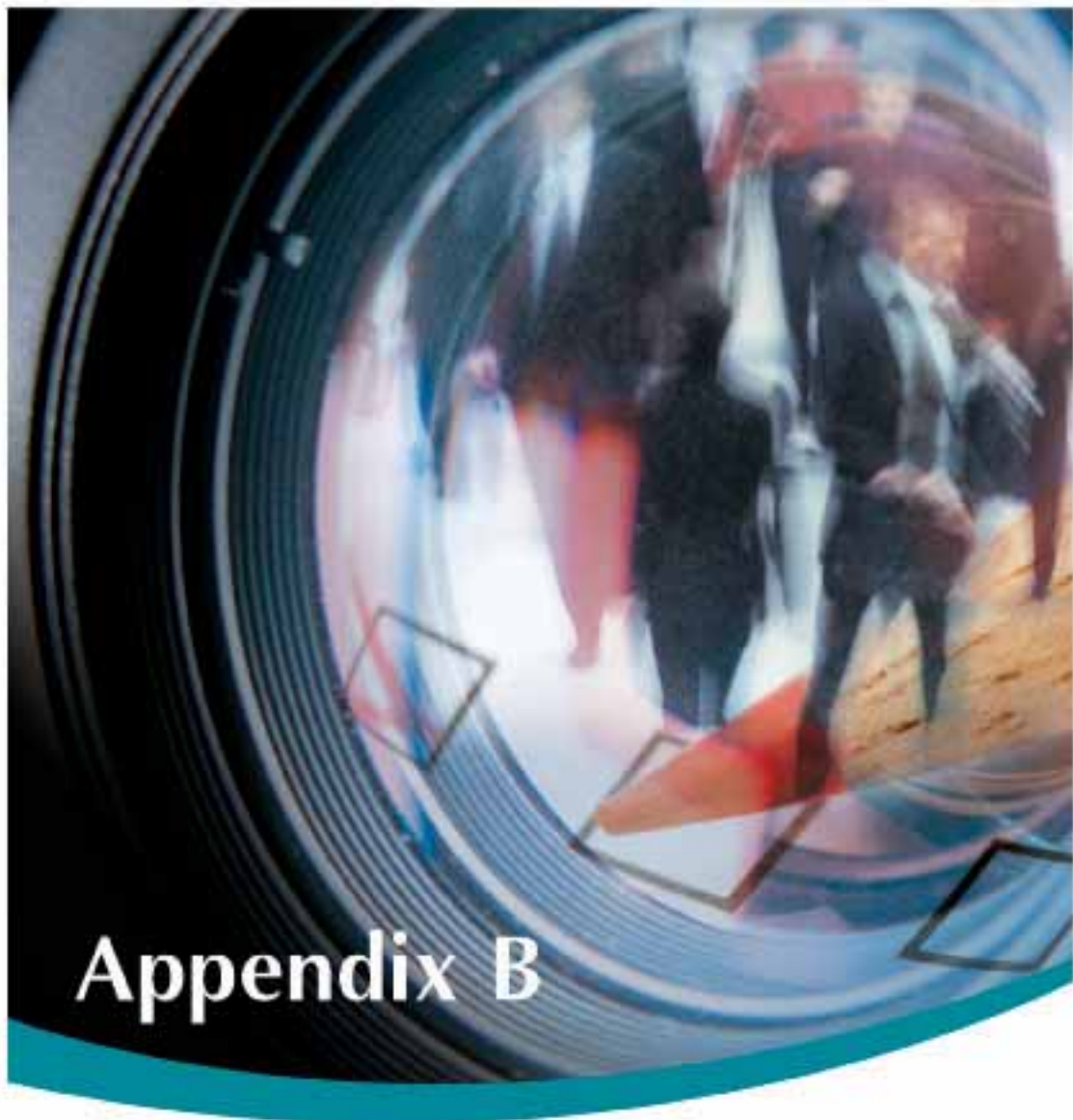
PSA Objectives and Targets for SR2004

Summary Table for SR2004 PSA Objectives and Targets

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

Objective	PSA Target	Assessment
1. To support the devolved institutions in Northern Ireland when devolution returns and encourage further political development through positive and constructive relations with the Assembly and Executive and the Irish Government and effective contributions to the British-Irish Council and British-Irish Intergovernmental Conference.	No specific PSA target was set against this objective.	No Target
2. To build and sustain confidence in the effectiveness and efficiency of the police service and police oversight and accountability arrangements in Northern Ireland.	<i>1. Increase confidence in the police throughout all parts of the community in Northern Ireland by 3% by April 2008, to be measured by a composite suite of measures on public views on the fairness and effectiveness of the police and policing arrangements.</i>	On Target
	<i>In addition increase the Catholic representation in the police service to 30% by December 2010 as proposed by Patten with an interim target of 18.5% by March 2006.</i>	On Target
3. To promote and build confidence in a criminal justice system in Northern Ireland that is efficient, effective and responsive through implementing the published plan of agreed changes deriving from the accepted recommendations of the review of the criminal justice system established under the Good Friday Agreement.	<i>2. Increase confidence in the criminal justice system throughout all parts of the community in Northern Ireland by 3% by April 2008, to be measured by a composite suite of measures on public views on the fairness and effectiveness of the criminal justice system.</i>	On Target
4. To uphold and maintain the rule of law by developing and maintaining a policy, legislative and strategic framework, that takes account of the need to secure justice and the rights of the individual, that provides for a sufficient counter-terrorist capability and seeks to minimise the potential for and causes and effects of public order disturbances and community strife.	No specific PSA target was set against this objective.	No Target

Objective	PSA Target	Assessment
<p>5. To lessen the impact of crime by working in partnership with other criminal justice agencies to maintain and develop policies aimed at preventing or reducing the threat of crime, the fear of crime and the incidence of crime and to provide support for the victims of crime.</p>	<p>3. The Northern Ireland Office, working in conjunction with other agencies, will:</p> <ul style="list-style-type: none"> • reduce domestic burglary by 2% by April 2005 and by 15% by April 2007; • reduce theft of and from vehicles by 6% by April 2005 and by 10% by April 2007; and 	<p>Target Met</p> <p>Target Met</p>
<p>6. To ensure that the supervisory and custodial sentences imposed on offenders by the courts are delivered appropriately to protect the people of Northern Ireland and help reduce the risk of re-offending.</p>	<ul style="list-style-type: none"> • by April 2008, reduce the rate of reconviction by 5% compared to the predicted rate. 	<p>On Target</p>
<p>7. To ensure a cost effective prison service.</p>	<p>4. Ensure that the annual cost per prisoner place in Northern Ireland falls to £82,500 by 2007/08 with interim targets of £86,290 for 2005/06 and £85,250 for 2006/07.</p>	<p>Interim Target met in 2005/06 but not in 2006/07.</p> <p>Overall target for 2007/08 is expected to be met.</p>



Evolution of Targets from SR2002 to SR2004



SR2002 Targets

Target 1

Increase confidence in the police throughout all parts of the community in Northern Ireland, based on a suite of measures on public views on contact with the police and the fairness and effectiveness of policing and policing arrangements. Results will be published annually.



**Rolls forward
and becomes
target 1 in
SR2004.**

Target 2

A progressive increase in the Catholic representation in the police service towards a target of 30% Catholic representation by 2011 as proposed by Patten, with an interim target of 13.5% by March 2004.



SR2004 Targets

Target 1

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

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

Target 3

Increase confidence in the criminal justice system throughout all parts of the community in Northern Ireland, based on a suite of measures of public views on the fairness, effectiveness and accessibility of the criminal justice system. Results will be published annually. In support of this target, the Northern Ireland Office, working in conjunction with other agencies, will, by April 2007 reduce:

- domestic burglary by 15%;
- vehicle crime by 10%;

with an interim target for April 2005 as follows:

- reduce domestic burglary by 2%;
- reduce vehicle crime by 6%.

In addition, the Northern Ireland Office, working in conjunction with other agencies, will reduce the rate of reconviction, to be measured annually by a system and against baselines and challenging targets to be published by December 2002.



Rolls forward and becomes target 2 and 3 in SR2004.

Target 2

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

Target 3

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

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

Target 4

Ensure that the annual cost per prisoner place in Northern Ireland does not exceed annual limits for each of the three financial years of the 2002 Spending Review period, namely, 2003/04, 2004/05 and 2005/06. The annual limits will be published in autumn 2002.



Rolls forward and becomes target 4 in SR2004.

Target 4

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



Printed in the UK for The Stationery Office Limited
on behalf of the Controller of Her Majesty's Stationery Office
PC2129 12/07

Printed on paper containing minimum 75% fibre content

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ISBN 978-0-10-172852-2



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