



Northern
Ireland
Office

Northern Ireland Office

Departmental Report 2009



Northern Ireland Office 2009 Departmental Report

Presented to Parliament by the Secretary of State for Northern Ireland

By Command of Her Majesty

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This is part of a series of departmental reports which, along with the Main Estimates 2009-10, the document Public Expenditure: Statistical Analyses 2009, and the Supply Estimates 2009-10: Supplementary Budgetary Information, present the Government's outturn and planned expenditure for 2009-10 and 2010-11

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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 Departmental Report for 2008/09 and would like to take this opportunity to thank staff throughout the NIO and my Ministerial colleague, Paul Goggins MP, for their hard work during this period.

The robustness of the Northern Ireland political process should never be underestimated. In the aftermath of the tragic murders of PSNI officer Stephen Carroll, Sappers Mark Quinsey and Patrick Azimkar, the leadership from Northern Ireland's First and deputy First Ministers sent a clear signal to the world that the political process has travelled so far that there is no going back.

The unity shown by Peter Robinson and Martin McGuinness was matched by people from across Northern Ireland who came on to the streets in their thousands and sent a clear message to the criminals who carried out these murders. These criminals, who can only offer the people of Northern Ireland murder and mayhem, want to undermine the remarkable progress that has been made and derail the political process. They will not succeed.

Work continues towards the devolution of policing and justice following the agreement between the DUP and Sinn Féin last November.

The Government has taken legislation through Parliament which deals with a model for the new devolved department and the appointment of judges.

We continue to work with the Assembly and Executive Review Committee to address outstanding issues and I have listened carefully to concerns in relation to the policing budget.

But everyone should remember that Northern Ireland enjoyed a good CSRO7 settlement and the PSNI remains one of the best resourced police services in the United Kingdom.

The Government is committed to trying to resolve these issues and established a committee, chaired by Jeremy Heywood, to examine them thoroughly. However, the current financial climate cannot be set aside and we can only address these concerns in what is a difficult economic envelope.

The Government stands ready to devolve policing and justice powers from Westminster to Parliament Buildings when we receive that request but until then we will continue to exercise responsibility for these matters.

Minister of State Paul Goggins took through two significant pieces of criminal justice legislation during the past year which reformed the sentencing framework and modernised the law in relation to sexual offences.

The Criminal Justice (Northern Ireland) Order 2008 introduced new public protection sentences for violent sexual and serious offenders. Alongside new indeterminate and extended custodial sentences, the Order created Northern Ireland's first Parole Commission and introduced electronic monitoring for some offenders.

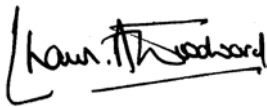
The Sexual Offences (Northern Ireland) Order 2008 was the first major overhaul of sexual offences legislation in Northern Ireland for more than a century and brought the age of consent into line with the rest of the UK.

We continue the fight against criminality and with the support of Her Majesty's Revenue and Customs and the Irish Government established the Cross Border Fuel Fraud Enforcement Group. The Organised Crime Task Force, which brings together all law enforcement agencies from across Northern Ireland, is on target to recover over £6 million in criminal assets during this period.

As Northern Ireland looks to the future, it must somehow find a way of dealing with the past. The Consultative Group on the Past, chaired by Lord Eames and Denis Bradley, made over 30 recommendations in its report at the start of this year.

The Government has ruled out a recognition payment to all who lost a family member during the Troubles. It was clear that this proposal had no consensus across the community. We are carefully considering the other recommendations made by the Consultative Group and are grateful for their work on this sensitive but important issue.

Northern Ireland has made remarkable progress over the past decade and I am proud of the part played by this Government. That progress continues as we work towards the completion of devolution.

A handwritten signature in black ink, appearing to read 'Shaun Woodward'. The signature is stylized with a large initial 'S' and a long horizontal stroke at the end.

Shaun Woodward

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.

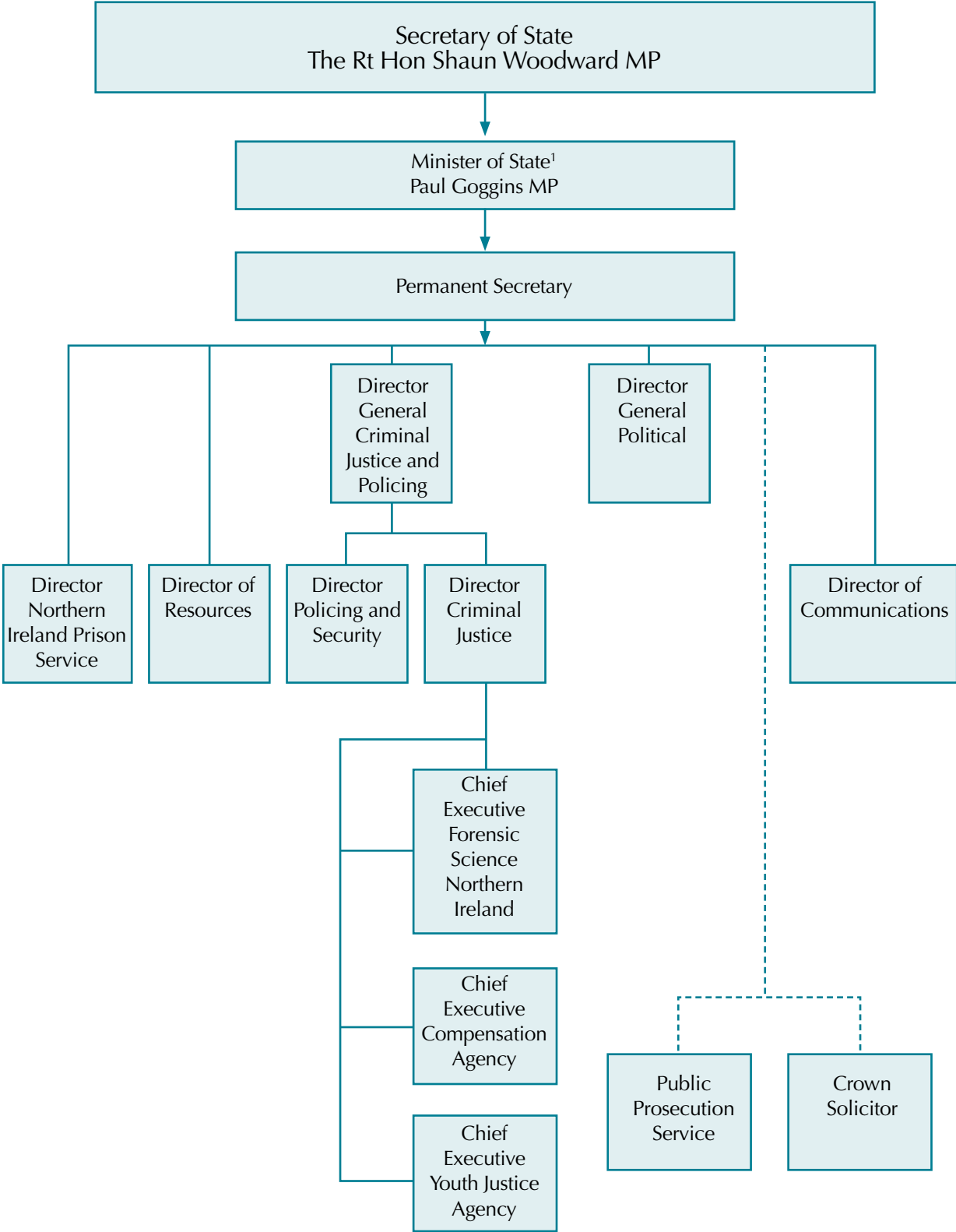


Minister of State Paul Goggins MP

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

Northern Ireland Spokesperson in the House of Lords Baroness Royall of Blaisdon

Structure of the Northern Ireland Office



1 The Baroness Royall of Blaisdon is the Government's Northern Ireland Spokesperson in the House of Lords

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CHAPTER 1

Structure and Functions



Introduction

1.1 The Secretary of State retains overall responsibility for the operation of the Northern Ireland Office and represents the interests of Northern Ireland at Cabinet level. He is assisted in this role by a Minister of State.² 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 is <http://www.nio.gov.uk>.

1.2 The Northern Ireland Office exists to support the Secretary of State for Northern Ireland in taking forward Government policy in Northern Ireland. In addition to supporting and fostering the political and democratic process in Northern Ireland, the Department has an overall policy responsibility for upholding law, order and security including the provision of criminal justice services such as policing, prisons and probation.

Departmental Board

1.3 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.

1.4 The Board is made up as follows:

- Jonathan Phillips – Permanent Secretary (Chair).
- Hilary Jackson – Director General, Political.
- Nick Perry – Director General, Criminal Justice and Policing.
- Carol Moore³ – Director, Criminal Justice.
- Peter May⁴ – Director, Policing and Security.
- Robin Masefield – Director, Northern Ireland Prison Service.
- Anthony Harbinson – Director of Resources.
- Dennis Godfrey – Director of Communications.
- Jim Conn – Crown Solicitor.
- Rotha Johnston – Non-executive Board Member and Chair of the Remuneration Committees.
- John King – Non-executive Board Member and Chair of the Departmental Audit Committee.

1.5 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.

1.6 The Departmental Board meets monthly. In addition, it holds periodic planning days in order to facilitate more in-depth discussion of particular issues. Matters covered in recent Departmental Board meetings included:

- Strategic and business planning for the Department including performance against PSA outcomes.
- Preparations for the devolution of justice and policing.
- Financial planning and management.
- Human resource policy including performance, management and sickness absence.
- Training and development.
- Risk management.
- Information Assurance.

Departmental Audit Committee

Role of the Audit Committee

1.7 The Departmental Audit Committee is appointed to support the Accounting Officer (AO) in monitoring the corporate governance and control systems (including financial reporting) in the Department. The primary function of the Audit Committee is to test and challenge the assurances which are provided to the AO, the way in which these assurances are developed and the management priorities and approaches on which the assurances are premised. Such assurances come from internal and external audit and are also provided by management across the Department. The Committee acts in an advisory capacity and has no executive powers. The Audit Committee is constituted as a sub-committee of the Board. Assurances are provided to the Permanent Secretary and the Departmental Board by the Chair of the Audit Committee and those members of the Audit Committee who are also on the Board.

² In addition, the Baroness Royall of Blaisdon is the Government’s Northern Ireland Spokesperson in the House of Lords

³ Carol Moore replaced Stephen Leach who retired from the Civil Service in February 2009.

⁴ Peter May replaced Carol Moore as Director, Policing and Security when she moved posts. These two Directorates are brigaded together under a single Director General.

Membership

Chair:	John King, Non-executive Board Member.
Members:	<ul style="list-style-type: none"> ■ Carol Moore, Director of Policing and Security. ■ Robin Masefield, Director, Northern Ireland Prison Service. ■ Rotha Johnston, the second Non-executive Board Member, plus ■ David Thomson, an additional independent Audit Committee Member.
Attendees:	<ul style="list-style-type: none"> ■ Director of Resources ■ Head of Financial Services Division ■ Senior Member, Northern Ireland Audit Office ■ Head of Internal Audit.

Scope

1.8 The NIO Accounting Officer has a responsibility to assure himself that there are appropriate arrangements in place within all the bodies funded by the NIO for risk management, corporate governance and internal control (including financial control), and that they are operating properly. Such bodies include agencies, NDPBs and smaller statutory bodies. To that end, and in order to assist the AO in the effective discharge of his responsibilities, the Departmental Audit Committee also oversees the performance and the work of internal audit in those bodies.

Frequency of Meetings

1.9 The Audit Committee meets at least four times a year.

Remuneration Committees

1.10 The Department has three Remuneration Committees which consider the pay of all staff in the Senior Civil Service cadre. The committees are chaired by one of the Board's Non-executive Board Members. Information on the pay ranges of senior officers is given in Table 7, Appendix E.

Core Department and Associated Bodies

1.11 The Northern Ireland Office consists of a core department, made up of five separate but integrated functions. The five core directorates in 2008/09 were:

- Political Directorate.
- Policing and Security Directorate.⁵
- Criminal Justice Directorate.⁶
- Information Service Directorate.
- Central Services Directorate.

1.12 There is a range of other matters which are dealt with through a network of associated bodies. These deliver the business of the 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 analogues.
- Public Bodies, including Non-Departmental Public Bodies (Executive and Advisory), Independent Monitoring Boards, Independent Statutory Bodies and International Bodies.

1.13 They differ considerably from each other in terms of their formal status, intended purpose, statutory or other responsibilities, the degree of independence from government which they enjoy and their size. Because of these wide differences there is no simple relationship model which applies to all of them.

Executive Agencies

1.14 The Northern Ireland Office has four executive agencies:

- Compensation Agency for Northern Ireland.
- Forensic Science Northern Ireland.
- Northern Ireland Prison Service.
- Youth Justice Agency.

1.15 These bodies have the least organisational independence, since they form part of the NIO and are intended to deliver services directly on behalf of central government. They are for the most part staffed by civil servants (who are members of the Northern Ireland Office). They operate within framework documents determined by Ministers. This overall strategic framework sets out the primary purpose of the body

5&6 These two Directorates are brigaded together under a single Director General.

and its strategic priorities through annual corporate and business plans.

1.16 In their funding arrangements, executive agencies are bound closely to the same mechanisms that apply to departments (i.e. Vote Funding). Financial delegations are granted to agencies, with the larger ones (e.g. the Northern Ireland Prison Service) having the most extensive delegations. Forensic Science Northern Ireland is unique among the agencies in that it is primarily self-financing through receipts from its customer base in return for services rendered.

Analogues – The Law Offices

1.17 The Public Prosecution Service and the Crown Solicitor's Office are distinct from the Northern Ireland Office, although the staff of both departments are provided through the Northern Ireland Office and are therefore subject to the internal policies of the NIO on such issues as promotion, pay and equal opportunities. The Northern Ireland Court Service remains the responsibility of the Ministry of Justice.

Public Bodies, including Non-Departmental Public Bodies (NDPBs)

1.18 The Department's NDPBs are:

Executive

- Criminal Justice Inspection Northern Ireland.
- Equality Commission for Northern Ireland.⁷
- Northern Ireland Human Rights Commission.
- Northern Ireland Police Fund.
- Northern Ireland Policing Board.
- Parades Commission for Northern Ireland.
- Police Ombudsman for Northern Ireland.
- Probation Board for Northern Ireland.
- Royal Ulster Constabulary George Cross Foundation.

Advisory

- Boundary Commission for Northern Ireland.
- Independent Assessor for Police Service Northern Ireland Recruitment Vetting.
- Northern Ireland Law Commission.

Independent Monitoring Boards

- Independent Monitoring Boards, HMPs Maghaberry, Magilligan and Hydebank, HM Young Offenders Centre, Hydebank.

Other Public Body

- Chief Electoral Office.

1.19 These bodies have a greater degree of independence, with statutory functions conferred directly on them rather than on the Secretary of State. Relations with the NIO and Ministers are operated through a sponsor division. NDPBs usually have an independent element in their governance, with representation from the community appointed through open competition. This can be a Board (or Commission) made up of members of the public with relevant competencies or a single office holder with specific statutory functions. This independent element ensures strategic decisions are made by the organisation, within the framework set by Ministers (and statute) and subject to funding.

1.20 While Ministers have less direct accountability for NDPBs than for agencies, they are responsible to Parliament for the degree of independence which an NDPB enjoys and for its overall effectiveness in carrying out its functions. In addition, NDPBs should be able to account to the public for the services which they provide.

1.21 Typically NDPBs are funded through grant-in-aid, which removes them from the administration cost controls which apply to the Department. However, since it would not be sensible for very small NDPBs to have the full grant-in-aid apparatus, such bodies as the Boundary Commission for Northern Ireland are funded through core NIO expenditure. Similarly, while NDPBs are normally responsible for their own personnel and recruitment, the smaller ones use the Department to recruit, appoint and pay staff on their behalf.

⁷ Although the Secretary of State is responsible for appointments to the Equality Commission for NI, it is currently sponsored by OFMDFM.

Independent Statutory Bodies

1.22 The Department's independent statutory bodies are:

- Civil Service Commissioners for Northern Ireland.
- Commissioner for Hearings under the Prison and Young Offender Centre Rules (Northern Ireland) 1995.
- Life Sentence Review Commissioners.
- Prisoner Ombudsman.
- Remission of Sentences Commissioners.
- Sentence Review Commissioners.

1.23 These are bodies whose statutory powers (sometimes vested in a single statutory official) give them particular autonomy in order to underline that their functions are discharged independently from Government.

International Bodies

1.24 In partnership with the Republic of Ireland, the Department co-sponsors four international bodies:

- Independent International Commission on Decommissioning.
- Independent Monitoring Commission.
- International Fund for Ireland.
- International Independent Commission for the Location of Victims' Remains.

Public Appointments

1.25 At 31 March 2009, the Northern Ireland Office was responsible for making 71 appointments to NDPBs, 38 appointments to three Independent Monitoring Boards, plus one further appointment to the Chief Electoral Office for Northern Ireland. Detailed information about all Northern Ireland Office public bodies and those holding public appointments at 31 March 2008, with details of terms of office, gender and remuneration can be viewed at: http://www.nio.gov.uk/public_bodies_2008_nio_annual_report.pdf and http://www.nio.gov.uk/public_appointments_nio_ann_report_2008.pdf The report also contains an analysis of applications received and appointments made to Northern Ireland Office public bodies during the year 1

April 2007 to 31 March 2008. Similar information at 31 March 2009 will be placed on the same NIO web-site in mid 2009.

1.26 Similar information at 31 March 2008 for the Northern Ireland departments can be found in the Public Appointments Annual Report 2007/08 (Volumes 1 and 2) which was published in December 2008. Copies can be viewed at http://www.ofmdfmi.gov.uk/annual_report_volume_1_composite.pdf <http://www.ofmdfmi.gov.uk/index/making-government-work/public-appointments/list-public-appointments.htm>

Public Appointments Plan 2009-12⁸

1.27 The Northern Ireland Office is committed to widening the diversity of people who sit on its public bodies. Successive diversity action and public appointment plans have set out targets for increasing the numbers of women, people from a minority ethnic background and disabled people, and for making these bodies as representative as is practicable of the Northern Ireland community. Northern Ireland Office Ministers take a close interest in all public appointments and are involved from the outset in approving role and person specifications, advertisements and the process to be followed. Appointments to all executive and advisory NDPBs are carried out in full accordance with the Code of Practice produced by the Office of the Commissioner for Public Appointments (OCPA GB). Appointments to other public bodies are carried out in the spirit of OCPA. The principle of merit underpins all Departmental public appointments.

1.28 To encourage applications from as wide a base as possible, Northern Ireland Office public appointment opportunities are made available to the public in a number of ways. Since 1998, the Northern Ireland Office has contributed to an advance six monthly list of Northern Ireland public appointment vacancies, now known as "All Aboard", which is circulated twice yearly to 200 community groups, representing women, young people, disabled people, ethnic groups and groups representing grass-roots interests. The list is also sent to 1,600 individuals who have expressed an interest in applying for public appointments in Northern Ireland and to almost 500 individuals who have applied for recent Northern Ireland Office public appointments and have asked to be kept informed of opportunities. In addition to advertisement in national, provincial and local newspapers, opportunities are also placed on the web-sites of the Northern Ireland Office, Northern Ireland administration and Cabinet Office. Information packs and

⁸ Many of the public appointments currently the responsibility of the NIO will be transferred when policing and justice functions are devolved.

application forms in alternative formats, including Braille, can be provided on request.

1.29 Since October 2004 sponsor divisions have also been required to make use of independent public appointment assessors who have been accredited by either the Commissioner for Public Appointments for Northern Ireland or Great Britain. Individual independent public appointment assessors are allocated at random to the Northern Ireland Office by the respective OCPA offices in Belfast and London.

Recent Progress against Targets

1.30 The level of female representation on Northern Ireland Office public bodies at 31 March 2009 increased from 38% to 39%. The previous year has seen twelve new appointments, five of whom were women, to five bodies. There were 20 re-appointments made in the same period, nine of whom were women. Progress over the last four years is set out in the following table:

Table 1.1 – Appointments to NIO Public Bodies

	2005/06	2006/07	2007/08	2008/09*
Total number of appointments	178	158	131	110
Women	64 (36%)	61 (38.6%)	50 (38%)	43 (39%)
Ethnic Minorities	5 (2.8%)	3 (1.9%)	3 (2.3%)	5 (4.5%)
Disabled People	6 (3.4%)	4 (2.5%)	4 (3.1%)	4 (3.6%)
* All 2008/09 figures are provisional.				

Future Plans

1.31 The Northern Ireland Office will continue to monitor the proportions of women, people from ethnic minority backgrounds⁹ and disabled people applying for public appointments and take further steps to encourage applications from under-represented groups.

1.32 The Northern Ireland Office's diversity targets for the next three years are as follows:

Table 1.2 – Diversity Targets

	2009/10	2010/11	2011/12
Women	42%	45%	46%
Ethnic Minorities	1.5%	1.5%	1.6%
Disabled People	7%	8%	8.5%

⁹ Defined as Chinese, Indian, Pakistani, Bangladeshi, Black African, Black Caribbean, Irish Traveller and Other, they make up less than 1% of Northern Ireland's resident population.

CHAPTER 2

Resources and Priorities



Introduction

2.1 In common with other government departments, Parliament grants the NIO the resources it needs to meet its key tasks and priorities. The mechanism which determines the Department's priorities and the level of resources needed is the spending review, normally conducted by the Treasury every two years.

2.2 The 2007 Comprehensive Spending Review (CSR07) spans the three financial years from April 2008 to March 2011 continuing directly on from the 2004 Spending Review (SR2004) period which ran from April 2005 to March 2008. The main thrust of the CSR07 process is to make service delivery more outcome

focussed, and those NIO SR2004 targets which had target completion dates after March 2008 were, as part of the CSR07 process, transferred across as indicators and actions into the current spending review period. This report deals with performance during the first year of the three-year CSR07.

Resources and Priorities

2.3 The NIO's budget for 2008/09 was £1.34 billion. Table 2.1 below and Tables 1 to 4 in Appendix E show the resources allocated to the various operational directorates, agencies, legal offices and non-departmental public bodies.

Table 2.1 – Breakdown of Northern Ireland Office Expenditure.

	Chapter	2009-10 Resource £000			2009-10 Capital £000	Staff Numbers 1	2008-09 Estimated Resource Outturn £000	2007-08 Resource Outturn £000
		Admin	Programme	Total				
Expenditure Classified as DEL								
Political Directorate	4	10,267	7,257	17,524	95	139	55,629	39,050
Policing and Security Directorate	5	5,386	22,893	28,279	54	148	24,639	25,325
Criminal Justice Directorate	6	5,279	17,723	23,002	1,750	102	27,787	29,218
Information Services Directorate	8	1,939	0	1,939	0	33	2,407	1,584
Central Services Directorate ¹	7	31,908	12,697	44,605	4,865	215	44,952	33,971
Northern Ireland Prison Service	9	15,115	116,268	131,383	19,220	428	133,867	133,301
Compensation Agency	10	0	13,037	13,037	60	77	54,246	55,892
Forensic Science Northern Ireland	11	0	1,589	1,589	472	195	1,545	1,022
Crown Solicitor's Office	14	1,112	0	1,112	0	84	1,370	660
Public Prosecution Service	13	2,520	28,738	31,258	310	569	35,960	32,001
Youth Justice Agency	12	0	17,465	17,465	200	82	21,644	21,534
Civil Service Commissioners for Northern Ireland	7	400	0	400	0	6	407	320
Police Service for Northern Ireland	5	0	827,669	827,669	42,817	*	913,706	945,274
Probation Board for Northern Ireland	6	0	14,715	14,715	1,800	*	16,903	15,519
Police Ombudsman for Northern Ireland	5	0	8,585	8,585	260	*	9,382	8,617
Total		73,926	1,088,636	1,162,562	71,903	2,078	1,344,444	1,343,288

Notes

1. Only includes permanent civil servants based on an average taken across the financial year. All figures are net of receipts.

*NDPB staff are not counted as Civil Servants.

2.4 The main tasks of the Department's 2008/09 programme were as follows:

- The political process.
- Policing and police reform.
- Security, including services in support of the security forces.
- Prison services.
- Compensation for criminal damage and injuries.
- Criminal justice (including juvenile justice centres and after-care) and criminal justice reform.
- Probation services.
- Information services.
- Grants to voluntary bodies concerned with the rehabilitation of offenders and crime prevention.
- Elections.
- Legal and forensic services.
- Northern Ireland Human Rights Commission.
- Public Inquiries.
- NIO (central) administration.

CSR07 Settlement

2.5 The Department secured a three year funding envelope as part of its CSR07 settlement which allows it to deliver against its key strategic objectives over the period. The allocated funding levels in each of the three years are as follows:

Table 2.2 – Northern Ireland Office baseline and additions

	£ million			
	Baseline 2007-08	2008-09	2009-10	Additions 2010-11
Resource DEL	1,152	72	40	40
of which near-cash	929	0	0	0
of which administration	79	-2	-4	-6
Capital DEL	72	0	0	0
Total DEL¹	1,175	61	27	25

¹ Full resource budgeting basis, net of depreciation

Value for Money

2.6 In response to CSR07, the NIO also identified eight Value for Money Reforms designed to produce net cash releasing savings of £108 million by 2010/11, releasing funding for higher value, priority programmes. This will contribute to the Government's overall objective

of making long term improvements to public services and achieving £30 billion worth of savings by 2011.

2.7 The NIO Value for Money Delivery Agreement is available on the NIO internet www.nio.gov.uk.

NIO's Delivery of Public Services

2.8 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 Departmental Strategic Objectives and Public Service Agreements whose outcomes and associated indicators and targets cover the entirety of the NIO's business.
- Two Public Service Agreement Delivery Agreements (Justice for All and Make Communities Safer) which set out the aims, principal objectives and stakeholder engagement mechanisms which have been agreed for the Department, and defines the basis on which success will be assessed.
- The Departmental Asset Management Strategy (AMS) which analyses the assets the Department and other bodies will utilise in carrying out their functions.

2.9 The following paragraphs provide a more detailed explanation of these documents.

CSR07 Departmental Strategic Objectives, PSA Outcomes and Delivery Agreements

2.10 In line with changes to the PSA framework in CSR07 the Department developed a suite of Departmental Strategic Objectives (DSOs). These are high level objectives for the CSR07 period (2008/2011) and cover the totality of the Department's business and the use of resources over the CSR years.

2.11 Sitting alongside the DSOs within the new framework are PSA outcomes for the Department: 'Make Communities Safer' and 'Justice for All'. These

reflect national PSAs and are supported by published delivery agreements. Each is underpinned by a single delivery agreement which has been developed through engagement with delivery partners. These agreements also describe the small basket of outcome-focused performance indicators that will be used to measure progress towards each PSA.

2.12 Since their introduction in the 1998 Comprehensive Spending Review PSAs have played a vital role in driving public service delivery. CSRO7 presented a renewed performance management framework in which the number of national PSAs reduced from around 130 to just 30 new PSAs. The Northern Ireland Office's PSAs are not included within them. However the Department has two PSA outcomes which mirror the respective national PSAs (23 and 24).

2.13 The Secretary of State for Northern Ireland is responsible for delivery of the PSA outcomes and performance against each of the indicators is monitored and reported to the Treasury and published every six months.

2.14 A copy of the Department's DSOs and PSAs can be found at Appendix A with supporting PSA Delivery Agreements available on the NIO website www.nio.gov.uk

Asset Management Strategy (AMS)

2.15 The Northern Ireland Office's AMS covering the period April 2008 to March 2011 can be found at Appendix C. It includes a survey of the Department's asset base together with asset disposal plans and forward investment plans over the spending review period.

Business Planning Process

2.16 The NIO's business planning process begins in October with the Departmental Board providing the strategic framework and planning assumptions for the Department. The individual directorates and divisions consider what needs to be accomplished in the coming year to support delivery of the Department's strategic objectives and the PSA outcomes. The Board approves these contributions in March as a Departmental Business Plan, which then forms the central planning

tool for the incoming business year. This provides a strategic framework in which all directorate, divisional and other operational plans, in many cases down to individual performance plans, are structured to ensure they contribute to the achievement of Departmental objectives.

Risk Management

2.17 As part of the business planning process risk analyses are carried out on all objectives and targets from high level PSA targets down to divisional and branch targets. In addition identification and management of risk forms part of the process of development and review of policy in the Department. Policy decisions are taken by Ministers in the full knowledge of the risks involved and the arrangements for managing them.

2.18 The Department's approach to effective risk management is guided by Treasury guidance and advice on best practice which encourages strong senior management support, adopting a transparent risk management policy and framework, linking risk management directly to the achievement of objectives and targets and fully embedding risk management into the internal planning processes and culture of the organisation as a whole. Significant features of the Department's risk management strategy include:

- The inclusion in the Departmental Business Plan of a corporate risk register which is regularly reviewed by the Departmental Board.
- The circulation to all managers/staff of a comprehensive risk policy document and a practical guide.
- The availability of a risk management website page on the NIONet.

2.19 Understanding and making informed decisions about risk is fundamental to the effective delivery of the Department's policies and services.

CHAPTER 3

Service Delivery



Introduction

3.1 The central aim of the NIO is to deliver the plans outlined in its strategic objectives and Public Service Agreements (PSA) and the main tasks referred to in paragraphs 2.4. This chapter outlines progress on all CSR07 PSA outcomes, DSO and VFM commitments identified in its Public Service Agreement in the first year of the current spending review period. It also provides a brief end of period report on performance against the Department's SR2004 PSA targets and Efficiency Programme.

Performance against SR2004 PSAs

3.2 As part of the settlement which emerged from SR2004 the NIO agreed a new PSA for 2005 to 2008. The Department met all the targets in its PSA with an end date within the SR2004 period including those relating to the SR2004 Efficiency Programme. The targets relating to increasing confidence in the police and Catholic representation in the Police Service, which had completion dates in 2010/11, have now been subsumed into a CSR07 Departmental Strategic Objective and progress will continue to be reported in that context.

3.3 Appendix B provides a detailed end of period report on performance against the SR2004 PSA.

Performance against Departmental Strategic Objectives

3.4 The NIO has five Departmental Strategic Objectives (DSO) and two Public Service Agreement (PSA) outcomes. These represent the Department's high-level strategic objectives. Chapters 4 to 14 contain details of how each aspect of the identified priorities is delivered by the individual directorates and the NIO's associated agencies and bodies.

Departmental Strategic Objective 1

A stable devolved government in Northern Ireland with responsibility for policing and justice, and a society reconciled with its past.

3.5 This DSO has three Key Performance Indicators - the devolution of policing and justice; an approach to the past capable of commanding cross-community support; and stable and continuous operation of the Belfast (Good Friday) Agreement.

Overall summary

Strong progress. There has been progress on all three Key Performance Indicators associated with this DSO, although the devolution of policing and justice (KPI 1) has yet to take place

KPI 1: Devolution of policing and justice

3.6 The agreement by the First Minister and deputy First Minister on 18 November 2008 set out a process that is moving Northern Ireland towards the completion of devolution.

3.7 A key step in that process is the Northern Ireland Act 2009 which received Royal Assent in March 2009. It provides for a new ministerial model for the future Justice Department and makes particular arrangements for the appointment of the judiciary which reflects the November statement and the views of the Assembly and Executive Review Committee.

KPI 2: An approach to the past capable of commanding cross-community support

3.8 The report of the Consultative Group on the Past was published on 28 January 2009. The independent Consultative Group made 31 recommendations, which are currently being considered by the Government.

KPI 3: Stable and continuous operation of the Belfast (Good Friday) Agreement

3.9 Government continues to work to ensure the continuing implementation and operation of the Belfast Agreement.

3.10 The Northern Ireland Assembly and Executive continue to meet regularly despite a political impasse in the summer and early autumn of 2008. The Northern Ireland departments operate effectively. The British Irish Council met in September 2008 and February 2009 with representation from Northern Ireland Ministers on both occasions. The North South Ministerial Council met on 23 January 2009. The British Irish Inter-Parliamentary Body was renamed the British Irish Inter-Parliamentary Assembly. Members of

the DUP and UUP attended as full members for the first time.

Departmental Strategic Objective 2
To manage offenders securely, safely and humanely
(contributes to PSA 2).

3.11 This DSO which contributes to the Make Communities Safer PSA outcome has four Key Performance Indicators – delivering regimes and reducing re-offending; secure custody; safety and prisoner health; and business improvement.

Overall summary

Strong progress. There has been improvement against all Key Performance Indicators associated with this DSO.

KPI 1: Delivering regimes and reducing re-offending

3.12 The priority actions for this KPI are to achieve during the year an average of at least 20 hours constructive activity per week for sentenced prisoners; an average of at least 10 hours constructive activity per week for remand prisoners; and to ensure that 87% of prisoners serving six months or more are working to a resettlement plan and that 97% of lifers work to a life sentence plan including preparations of the plan within the first six months of sentence.

3.13 The constructive activity targets of 20 hours per week for sentenced prisoners and 10 hours per week for remand prisoners have been met cumulatively with respective outturns of 20 and 10.3 hours per week.

3.14 94.7% of prisoners serving six months or more were working to a resettlement plan and 98.9% of life-sentenced prisoners work to a life sentence plan.

KPI 2: Secure custody

3.15 The priority actions for this KPI are no escapes for Category A prisoners and no more than 3 escapes per 1000 Categories for B, C and D prisoners.

3.16 There have been no escapes for Category A prisoners and three escapes for the lower category prisoners, one from outside hospital and two from courts. All three prisoners were subsequently returned to custody within a few hours. Investigations have been carried out into all the escapes and a number of resulting recommendations are being implemented.

KPI 3: Safety and prisoner health

3.17 The priority actions for this KPI are that the number of staff assaulted by prisoners is less than a ratio of 3 per 100 prisoners and that the numbers of prisoners assaulted by prisoners is less than a ratio of 4 per 100 prisoners.

3.18 A total of 14 staff have been assaulted by prisoners during the first eleven months of this year – 0.9% and a total of 8 prisoners have been assaulted by prisoners – 0.5%.

KPI 4: Business improvement

3.19 The priority action for this KPI is to ensure the cost per prisoner place does not exceed £81,500 in 2008/09. The Cost Per Prisoner Place (CPPP) is calculated by dividing audited net operating costs, measured in resource terms, by the average total available number of places (not the average number of prisoners) defined as certified normal accommodation. Effective financial management structures and processes have improved the Prison Service's final position within a challenging CSR07 environment and NIPS forecast the outturn will be below the budget.

Departmental Strategic Objective 3
To deliver an independent, fair and effective criminal
justice system which supports and protects the
community.

3.20 This DSO which contributes to the Justice for All PSA outcome and Make Communities Safer PSA outcome has seven key performance indicators - monitoring acquisitive crime, improving the range of sentencing, improving confidence in the fairness and effectiveness of the criminal justice system, improving victim and witness satisfaction, reducing the time taken to trial, reducing levels of anti-social behaviour and reducing levels of overall re-offending and serious re-offending.

Overall summary

Some progress. Of the seven Key Performance Indicators associated with this DSO, three show improvement, one shows no improvement and the remaining three are in the not yet assessed category, though significant progress has been made in establishing the necessary baselines.

KPI 1: Monitor acquisitive crime

3.21 No improvement. The priority action for this KPI is to maintain acquisitive crimes, i.e. domestic burglary and theft of and from vehicles, at current reduced levels.

3.22 Combined levels of domestic burglary and theft of and from vehicles have increased by around 8% compared with levels for the same period in 2007/08. Multi-media campaigns are being delivered and carefully targeted at crime hotspots to address this increase.

KPI 2: Improved range of sentencing options for the Judiciary (Sentencing Review)

3.23 Improvement. The priority action for this KPI is to implement by March 2011 a range of sentencing provisions developed out of the sentencing framework, subject to Ministerial policy priorities and available resources.

3.24 On 15 May 2008 the NIO commenced legislative provisions for the new public protection sentences, within the Criminal Justice (Northern Ireland) Order 2008, creating indeterminate custodial sentences and extended custodial sentences based on a risk assessment of offenders. On 1 April 2009, the NIO commenced further provisions from the Criminal Justice (NI) Order 2008. This included new sentencing powers, extending the scope of post-custody supervision by a probation officer to all those who committed an offence after the date of commencement and received a sentence of 12 months or more.

Additional Key Performance Indicators

3.25 The following Key Performance Indicators, which also form part of DSO3 and contribute to the PSA outcomes "Justice for All" and "Make Communities Safer", are reported on separately in the PSA part of this chapter:

- Confidence in the fairness and effectiveness of the criminal justice system (Justice for All) – Not yet assessed.
- Victims and witness satisfaction (Justice for All) – Not yet assessed.
- Reduced 'Time to trial' for criminal cases brought to the Courts (Justice for All) – Improvement.
- Levels of anti-social behaviour incidents (Make Communities Safer) – Improvement.
- Levels of re-offending (Make Communities Safer). – Not yet assessed.

Departmental Strategic Objective 4

To work with PSNI and other policing partners to deliver effective and accountable policing services that can secure the confidence of the whole community.

3.26 This DSO which contributes to the Make Communities Safer PSA outcome, has seven key performance indicators - a strategic vision for policing, revised policing structures and numbers, a more representative police service, implementation of a parading/public order strategy, a reduction in the levels of more serious violent crime, a reduction in the impact of organised crime and improved confidence in policing.

Overall summary

Some progress. Of the seven KPIs associated with this DSO, three show improvement and the remaining four are in the no improvement or not yet assessed category.

KPI 1: A strategic vision for policing

3.27 Improvement. The priority action for this KPI was to agree a strategic vision for policing with PSNI and Policing Board by June 2008 and to review the strategic vision for policing by end June 2010.

3.28 Discussion papers on this strategy have been discussed by the Tripartite Strategy Group chaired by the Director General Criminal Justice and Policing, and attended by the Deputy Chief Constable and the Chief Executive of the Policing Board. Having considered initial papers, that group agreed that a strategic vision was not appropriate given the proximity to devolution. It was agreed that the target should be adjusted and a strategic framework produced that would help set the context for developing a long term vision within the devolved setting. Work is progressing on the strategic framework. Timeframes are being revised to ensure co-ordination with related work in the Criminal Justice Directorate.

KPI 2: Revised policing structures and numbers

3.29 Not yet assessed. The priority action for this KPI is to carry out a further value for money review of police numbers in 2009/10 in preparation for the next spending review, and by 2011 to have revised police structures in place in accordance with the timetable for implementation of the Review of Public Administration.

3.30 An independent value for money review of police numbers and structures is to be commissioned and carried out in 2009/10.

KPI 3: A more representative police service

3.31 Improvement. The priority action for this KPI is to achieve the Patten composition target of 30% Catholic officers by March 2011.

3.32 On 12 March 2009, Catholic representation within PSNI Regular Officers stood at 26.14% against a target of 25.5% composition by 31 March 2009. 3442 recruits have been selected for appointment under the temporary recruitment provisions.

KPI 4: Parading/public order strategy implemented

3.33 Not yet assessed. The Interim Report of the Strategic Review of Parading was published in April 2008 and the Review Body is now in the process of finalising its recommendations.

Additional Key Performance Indicators

3.34 The following Key Performance Indicators which also form part of DSO4 and contribute to the PSA outcome “Make Communities Safer” are reported on separately in the next part of this chapter:

- Levels of more serious violent crime. - No improvement.
- A reduction in the impact of organised crime - Improvement.
- Increased public confidence in policing – No improvement.

Departmental Strategic Objective 5
To deliver Value for Money savings and to live within annual available funding.

3.35 This DSO has one Key Performance Indicator - to deliver savings from the eight Value for Money reviews of £108 million over the CSR07 period.

Overall summary

Strong progress. The Key performance Indicator for this DSO is on target to be achieved. Details are reported on fully in the later part of this chapter.

Performance against PSA Outcomes

PSA Outcome 1: Justice for All

Reducing time to trial in dealing with offenders, increasing public confidence and improving victim and witness satisfaction in the criminal justice system.

3.36 This PSA Outcome has three Key Performance Indicators – the KPIs are to increase confidence in the fairness and effectiveness of the criminal justice system; improve victim/witness satisfaction with criminal justice agencies and process; and shorten the time taken to progress cases in Crown, Magistrates’ and Youth Courts.

3.37 The NIO is responsible for the delivery and monitoring of this PSA outcome. This PSA broadly mirrors the Home Office’s PSA on Justice for All, but the NIO has adapted it to the circumstances in Northern Ireland. The Key Performance Indicators underpinning this PSA are designed collectively to help deliver the agreed outcome – Justice for All.

Overall summary

Some Progress. Of the three KPIs associated with the Justice for All PSA, there has been improvement regarding reducing avoidable delay but data will not be available in relation to the other two until the second quarter of 2009.

KPI 1: Increase confidence in the fairness and effectiveness of the criminal justice system

3.38 Not yet assessed. The priority action for this KPI is to increase public confidence in the fairness and effectiveness of the criminal justice system by 2011.

3.39 The NIO has sought to mirror as far as possible the approach to measuring confidence in the criminal justice system developed by the Ministry of Justice for England and Wales.

3.40 Accordingly, identical new confidence questions were incorporated into both the British Crime Survey and the Northern Ireland Crime Survey to establish two confidence KPI baselines, one for effectiveness and one for fairness of the criminal justice system.

3.41 Based on the fieldwork recently completed the baselines and targets for the CSR07 period, to be achieved by 31 March 2011, are as follows:

- to achieve a statistically significant increase in confidence in the effectiveness of the criminal justice system from a baseline of 35.6% (a 2.2% point increase to 37.8%), and
- to achieve a statistically significant increase in confidence in the fairness of the criminal justice system from a baseline of 58% (a 2.8% point increase to 60.8%).

KPI 2: Improve victim/witness satisfaction with criminal justice agencies and process

3.42 Not yet assessed. The priority action for this KPI is to increase victim and witness satisfaction with the criminal justice system by 2011.

3.43 The initial Northern Ireland Victim and Witness Survey was carried out by Ipsos MORI between September and December 2008 to provide baseline statistics. Initial data based on 1000 interviews were received in January 2009 for validation. Recommendations for targets based on this baseline information will be submitted to Ministers shortly.

3.44 In parallel with work on the survey, progress has been made in associated areas, including in the victim and witness five year strategy, 'Bridging the Gap'. This work includes:

- The development of a victims and witnesses handbook which will provide a step by step guide to the criminal justice system.
- The development of localised directories of services to help in referring victims to further support services.
- The development of an overarching victims "code of practice" to establish standards for all criminal justice agencies interacting with victims and witnesses of crime.
- The development of best practice in supporting victims and witnesses of crime pre-trial and in the use of the special measures available in court for vulnerable and intimidated witnesses.
- An evaluation of the effectiveness of special measures provisions introduced to assist vulnerable or intimidated witnesses to give their best evidence.
- The development of an information guide to assist bereaved families and friends in murder and manslaughter cases.

KPI 3. Shorten time taken to progress criminal cases

3.45 Improvement.

Time to trial in Crown Court cases

3.46 The priority action for this part of KPI 3 is to achieve the following average timescale:

- Charge to decision to prosecute – 140 days.

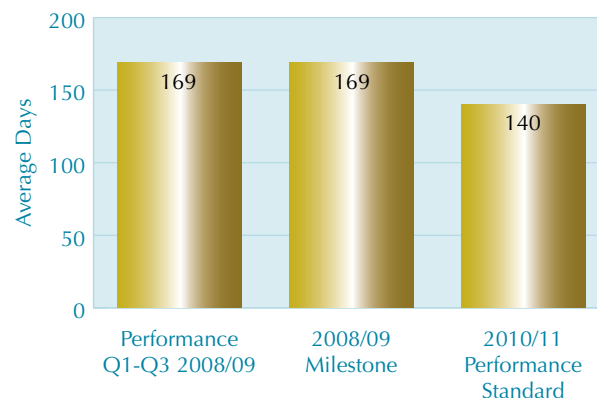
3.47 As part of the multi-agency Delay Action Team's (DAT) strategic programme for reducing avoidable delay in case processing in the criminal justice system a number of performance standards were established covering the Crown, Magistrates' and Youth Courts in Northern Ireland. The objective is to achieve the desired performance standards, on an incremental basis, by 31 March 2011. In order to assess progress, annual performance milestones have also been set for the 2008/09 and 2009/10 financial years.

3.48 Performance data are provided on a quarterly basis and are currently available for three quarters of the 2008/09 financial year only - i.e. 1 April to 31 December 2008. It should be noted that the Public Prosecution Service (PPS) Case Management System (CMS), the main operational database for the Service, is a live system and therefore all data produced 'in-year' during 2008/09 should be regarded as provisional. End of financial year figures are based on a finalised snapshot from the CMS and all data undergo significant checking and validation prior to release.

Data Statement

KPI: Indictable Cases – Charged to Decision Issued (based on defendants committed for trial in the Crown Courts during Q1 to Q3 2008/09)

KPI: Indictable Cases (to issue of PPS Decision)



3.49 To date there has been substantial progress towards meeting the 2010/11 performance standard (140 days). The average number of days required to reach the prosecution decision during Q1 to Q3 2008/09, was 169 days, i.e. in line with the milestone set for the end of the current financial year (169 days).

Time to trial in the Magistrates’ Courts

3.50 The priority action for this part of KPI 3 is to achieve the following average timescales:

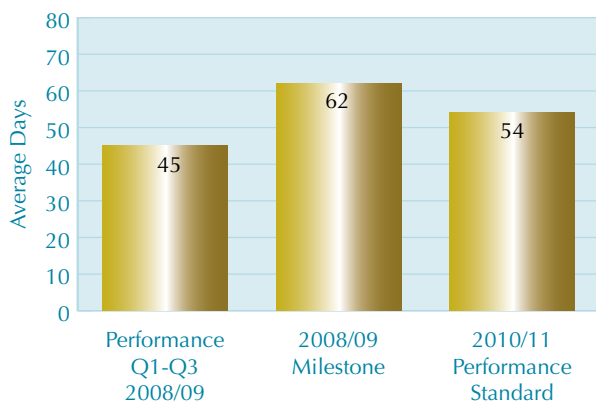
- Charge cases: charge to PPS prosecution decision issued – 54 days.
- Summons cases: accused informed to first appearance at court – 146 days.
(Based on defendants disposed of in the Magistrates’ Courts).

3.51 The approach to measuring this Key Performance Indicator and target is as set out in the earlier “Time to trial in Crown Court Cases” KPI and the in-year data should again be regarded as provisional.

Data Statement

KPI: Adult Charge Cases - Charged to Prosecution Decision Issued (based on defendants dealt with in the Magistrates’ Courts during Q1 to Q3 2008/09)

KPI: Magistrates’ Courts – Adult Charge Cases



3.52 In terms of **adult charge cases**, performance during Q1 and Q3 2008/09 was better than the milestone set for 2008/09 and the final 2011 standard. For **adult summons cases**, there has been some slippage since 2007/08 and Q1 to Q3 performance was outside the milestone set for 2008/09 (see ‘Data Statement’ below). A key contributor to the downturn in performance with regard to adult summons cases in Magistrates’ Courts

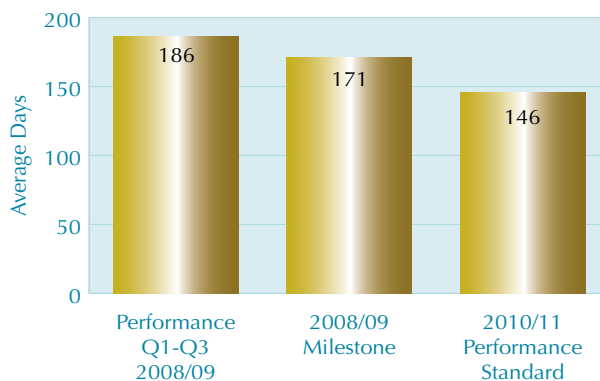
(also **youth summons cases**) may be the inclusion of additional jurisdictional data, not included in reports for 2007/08. This data included some longstanding cases which have had a negative impact on the figures. As these legacy cases are disposed of over time, performance should improve. The requirement for the re-issue of summons in a significant number of cases before the summons can be appropriately deemed as ‘served’ has also had a negative influence on performance figures – this affects approximately 20% of cases. A review of summons procedures is in train in relation to both service and signature. This work is being taken forward by an inter-agency working group comprising representatives of the Northern Ireland Court Service, PPS and PSNI. An accelerated early first hearing pilot scheme in Ballymena has been extended throughout the Northern region, representing 25% of the jurisdiction. This will be evaluated after June 2009 to determine whether the scheme is suitable for full formal implementation throughout Northern Ireland. In addition, a working group is focussing on the number of cases, which are referred back from the PPS to the PSNI for further information or instructions. By considering a sample of cases referred each month it is drawing out very useful lessons which are being fed back into training so as to help reduce the need for such referrals.

3.53 Average days required from date of charge to issue of the prosecution decision during Q1 to Q3 2008/09, at 46 days, has exceeded the desired standard set for end 2010/11 (54 days).

Data Statement

KPI: Adult Summons Cases – Accused Informed to First Appearance at Court (based on defendants dealt with in the Magistrates’ Courts during Q1 to Q3 2008/09)

KPI: Magistrates’ Courts – Adult Summons Cases



3.54 To date there has been further slippage in performance against the previous financial year. Average days required to first appearance during Q1 to Q3 2008/09, reached 186 days, compared with 174 days during 2007/08 and below the milestone set for end 2008/09 of 171 days.

Time taken to trial in Youth Courts

3.55 The priority action for this part of KPI 3 is to achieve the following average timescales:

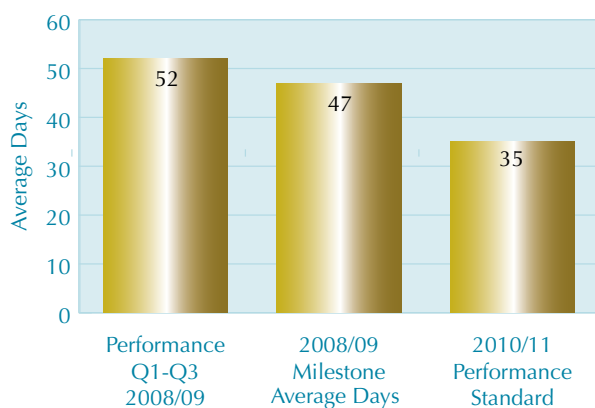
- Charge cases: charged to decision to prosecution – 35 days.
- Summons cases: report to first appearance – 132 days.

3.56 The approach to measuring this Key Performance Indicator and Target is as set out in the earlier “Time to trial in Crown Court Cases” KPI and the in-year data should again be regarded as provisional.

Data Statement

KPI: Youth Charge Cases - Charged to Prosecution Decision Issued (based on defendants dealt with in the Youth Courts during Q1 to Q3 2008/09)

KPI: Youth Court –Youth Charge Cases

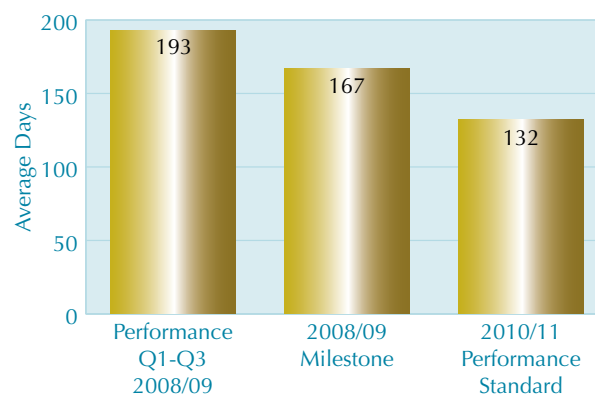


3.57 In terms of **youth charge cases**, performance during Q1 to Q3 2008/09 continues to represent an improvement on the 2007/08 financial year but below the performance milestone set for 2008/09. For **youth summons cases**, whilst average performance had originally remained steady since 2007/08, cumulative performance during Q1 to Q3 was outside the milestone set for 2008/09 - see the ‘Data Statement’ below. An increased focus on youth cases as directed by the Criminal Justice Board, together with the impact of designated case progression officials, should make an impact here.

Data Statement

KPI: Youth Summons Cases – Accused Informed to First Appearance at Court (based on defendants dealt with in the Youth Courts during Q1 to Q3 2008/09).

KPI: Youth Court –Youth Summons Cases



3.58 Average days (to issue of prosecution decision) during Q1 to Q3 2008/09, at 52 days, continues to represent an improvement on 2007/08 (55 days) but below the milestone set for the current financial year (47).

3.59 To date performance has remained similar to the previous financial year. Average days required to first appearance during Q1 to Q3 2008/09 currently sits at 193 days (185 days during 2007/08), but remains well short of the milestone set for end 2008/09 of 167 days.

PSA Outcome 2: Make Communities Safer
Tackling crime, reducing re-offending and increasing public confidence in policing to increase public perception of safety.

3.60 This PSA Outcome has seven Key Performance Indicators.

3.61 The NIO is responsible for the delivery and monitoring of this PSA outcome. It broadly mirrors the Home Office’s PSA on Make Communities Safer, but the NIO has adapted it to the circumstances in Northern Ireland. Each of the Key Performance Indicators that underpin this PSA is designed to help collectively deliver the agreed outcome – Make Communities Safer.

Overall Assessment

Some progress. Of the seven Key Performance Indicators associated with the Make Communities Safer PSA, two

show some improvement and for the remaining five there has been no improvement or no data are available at present on which an assessment of improvement can be made.

KPI 1: The level of more serious violent crime

3.62 No improvement. The priority action for this KPI is to reduce the level of more serious violent crime by 2012/13.

3.63 There are three elements underpinning this part of the PSA: a reduction in domestic violence and sexual offences; a reduction in harm caused by crime; and a reduction in serious violent crimes. The last target acts as the indicator for all three.

3.64 With regard to a reduction in domestic violence and sexual offences, we are looking to improve continuously the service given to victims and reduce the harm caused. This is an ongoing initiative which started before the PSA target was established.

3.65 With regard to reducing harm caused by serious violent crime, the Department looks beyond the harm caused to the individual victim and towards the wider community. Reducing harm is part of the overall PSA and covers a range of crimes. Whilst violent crimes may have a high impact on the feeling of safety or harm, more visible but lower level crimes, like vehicle crime, may have a greater impact on the general feeling of harm within a community. The Department's Community Safety Unit is working with the PSNI to explore this.

3.66 Most serious violent incidents are woundings and the Department and its partners are seeking to identify the primary causes and circumstances of these to develop its strategies for reducing them. Alcohol continues to be a primary driver for serious violent crime and is a significant factor behind domestic violence. Work is underway to ensure that the existing strategies to tackle alcohol-related crime and domestic violence are coordinated.

3.67 The baseline for this KPI is based on 2007/08 police statistics which reported 1,576 serious violent crimes for the year. Of these, 1,350 were woundings. The target is to reduce these crimes below the baseline by 2013.

3.68 Data for the 6-month period ending 28 February 2009 show that, at 1762 offences, the level of serious violence recorded by the police is 25% higher than during the same period in the 2007/08 baseline year (1406). The increase relates mainly to wounding offences. In contrast homicide levels have decreased.

KPI 2: The level of harm caused by organised crime

3.69 Improvement. The priority actions for this KPI are:

- Establish by 2009 a baseline and methodology; and reduce harm caused by organised crime by 2012/13.
- By March 2010 to set a target for the reduction of harm caused by organised crime in 2010/11.
- By June 2008 to have produced a Northern Ireland Assets Recovery Action Plan for 2008/10.
- During 2008/09 recovery of criminal assets of at least £6.2 m.
- During 2009/10 recovery of criminal assets of at least £7.8m.

Priority Area One – By March 2009 to have created a baseline and methodology to measure the harm caused by organised crime in Northern Ireland.

3.70 This priority area has been split into two parts. The first will look at the perceived level of harm caused by organised crime; whilst the second will examine the actual impact the PSNI is having on organised crime using the National Organised Crime Mapping Project model. The data and baseline for the first part will be derived from the Northern Ireland Crime Survey. This data will not be available until June 2009. The target of March 2009 has not therefore been met.

3.71 The second area is the development by the Department, with the PSNI Analysis Centre and Organised Crime Task Force partners, of a harm matrix to assess and track the harm caused by organised crime in Northern Ireland.

Priority Area Two – By March 2010 to set a target for the reduction of harm caused by organised crime in 2010/11.

3.72 Again, this priority area is in two parts. Once the baseline has been established, continuous Northern Ireland Crime Survey (NICS) fieldwork will be used to track perceptions against the first part.

3.73 The second relates to the development of a harm matrix which will provide a measure of harm caused by organised crime. This will use both data and narrative analysis.

Priority Area Three – By June 2008 to have produced a Northern Ireland Assets Recovery Action Plan for 2008/10.

3.74 The Northern Ireland Assets Recovery Action Plan, which is directly linked to the Home Office Assets Recovery Action Plan, was published in July 2008. The plan consists of 12 key targets relating to the seizure, forfeiture and recovery of assets. It has both quarterly and annual indicators.

Priority Area Four – During 2008/09 recovery of criminal assets of at least £6.2 m.

3.75 The Assets Recovery Action Plan has both quarterly and annual indicators. The Organised Crime Task Force will publish figures on a quarterly and annual basis showing progress against the action points in the plan. The outcome in relation to the overall target will be reported in the OCTF Annual Report and Threat Assessment to be published in June 2009.

Priority Area Five - During 2009/10 recovery of criminal assets of at least £7.8m.

3.76 The Assets Recovery Action Plan has both quarterly and annual indicators. The Organised Crime Task Force (OCTF) will publish figures on a quarterly and annual basis showing progress against the action points in the plan. The outcome in relation to the overall target will be reported in the OCTF Annual Report and Threat Assessment to be published in June 2010.

KPI 3: The level of anti-social behaviour incidents

3.77 Improvement. The priority action for this KPI is to reduce the level of anti-social behaviour incidents by 15% by 2011.

3.78 2007/08 is the benchmark year against which this target is measured. Between April 2007 and February 2008 there were 91,716 anti-social behaviour incidents recorded by the police. Provisional figures for the same period in 2008/09 show that there were 80,232 such incidents, a 12.5% reduction between April 2008 and February 2009 compared to the same period the year before.

3.79 The Department continues to work at a regional and local level to address anti-social behaviour with a wide range of partner bodies including the PSNI, the Northern Ireland Housing Executive and local councils. Local Community Safety Partnerships bring a range of statutory, voluntary and community organisations together to work towards making communities safer. Tackling anti-social behaviour is a priority for them as well as for the Department's Community Safety Unit.

KPI 4: The level of proven re-offending

3.80 Not yet assessed. The priority action for this KPI is a reduction in the level of proven re-offending of 10% between the 2005 and 2009 cohorts.

3.81 Work continues on developing a cross-cutting Northern Ireland strategy for reducing offending. A Learning and Skills Forum has been established and an International Literature Review has been published. A consultation was begun in February 2009 on a draft Strategy for the Management of Women Offenders in Northern Ireland and a pilot Women's Centre (the INSPIRE Project) has been established.

3.82 A re-offending model has been developed, and baseline data (2005 cohort) gives a frequency rate of re-offending of 138.8 (per 100 offenders). The target relates to a cohort of all offenders discharged from custody or starting a supervised community sentence in each calendar year.

KPI 5: The level of serious re-offending

3.83 Not yet assessed. The priority action for this KPI is to reduce the level of proven re-offending between the 2005 and 2009 cohorts.

3.84 A re-offending model has been developed, 'serious offences' have been classified and baseline data (2005 cohort) gives 0.7 (per 100 offenders) as the rate of the most serious re-offences committed.

KPI 6: Levels of confidence in policing in all communities

3.85 No improvement. The priority action for this KPI is to increase confidence in policing.

3.86 This target is measured via a suite of seven indicators which are used to produce a weighted composite measure of confidence. The seven indicators relate to perceptions of:

- (a) how good a job the police are doing;
- (b) whether the police can provide an ordinary day-to-day policing service;
- (c) whether the police treat Catholic and Protestant members of the public equally;
- (d) whether the Northern Ireland Policing Board (NIPB) is part of the police or independent of the police;
- (e) whether the NIPB helps ensure the police do a good job;

- (f) whether the Office of the Police Ombudsman for NI is part of the police or independent of the police; and
 (g) whether OPONI helps ensure that the police do a good job.

3.87 Throughout the reporting period one of the indicators has shown a statistically significant improvement, two (b and e) have decreased, while the other four (a, c, f and g) have shown no real change.

3.88 Data for the 12 month period ending 31 December 2008 show that, at 78.8% confidence in policing has not shown a statistically significant change from the 2007/08 baseline (79.4%). The target is a statistically significant increase in the confidence rating by 31 March 2011.

KPI 7: Levels of police engagement with people in local communities

3.89 No improvement. The priority action for this KPI is to increase levels of police engagement with local people.

3.90 The level of police engagement with people in local communities is measured using two indicators which were agreed in November 2008.

“How much would you agree or disagree that the police and other agencies, including district councils -

- (a) Seek people’s views about the anti-social behaviour and crime issues that matter in this area?
 (b) Are dealing with the anti-social behaviour and crime issues that matter in this area?”

3.91 Data for the 12 month period ending 31 December 2008 show that at 41.6% the level of police engagement with the local community has not shown

a statistically significant change from the baseline of 42.4%.

Progress against Value for Money Targets

3.92 In response to the Comprehensive Spending Review 2007 the Northern Ireland Office has identified Value for Money (VFM) initiatives that will produce net cash releasing savings of £108 million by 2010/11, releasing funding for front-line, priority programmes. This will contribute to the Government’s overall objective of instilling long-term improvements in public services and achieving £30 billion worth of savings by 2011.

3.93 The following tables provide a breakdown of CSR07 VFM targets as agreed with HM Treasury and outlines the position in relation to savings achieved at March 2009 against the total forecast.

3.94 Whilst savings achieved for 2008/09 have exceeded the target of £50m by £9.3m these are not additional savings across the CSR07 period, but early delivery of CSR07 target savings. Current forecasts show that the Department remains on target to achieve £108m savings by March 2011.

3.95 Of the £59.3m achieved to date the main areas of delivery are:

- PSNI £36.0m: £13.9m relates to the reduction in overhead and utility costs; £6.2m relates to the reduction of the Full-Time Reserve; and £4.7m relates to re-negotiation of recruitment contract costs.
- NIPS £7.5m: £5.2m of savings are as a result of a three-year pay and efficiency deal agreed with the Prison Officers Association and Prison Governors Association.

Table 4.1 – Breakdown of CSR07 Value for Money Targets.

	2008/09 £m	2009/10 £m	2010/11 £m
Police Service of Northern Ireland (PSNI)	26.0	51.0	74.0
Compensation Agency	0.0	0.4	5.0
Northern Ireland Prison Service (NIPS)	8.0	10.0	11.0
NIO Accommodation	1.0	3.0	3.0
Shared Services	0.2	0.2	0.2
Other Savings	6.3	6.3	6.3
SR2004 Over-delivery	8.5	8.5	8.5
Total	50.0	79.4	108.0

Table 4.2 – Breakdown of Savings Achieved at March 2009 against the Total 2008/09 Target

	NIO Target 2008/09 £m	Actual Savings 2008/09 £m
PSNI	26.0	36.0
Compensation Agency	0.0	0.0
NIPS	8.0	7.5
NIO Accommodation	1.0	0.8
Shared Services	0.2	0.0
Other Savings	6.3	4.0
SR2004 Over-delivery	8.5	11.0
Total	50.0	59.3

- Other savings £4.0m: relates to a 5% annual real reduction in administration costs. This funding has been released to front-line priority programmes.
- The SR2004 over-delivery £11m: relates to over-achievement against SR2004 Gershon Efficiency targets. The original estimate was £8.5m, however time lags have identified additional savings to bring the figure up to £11m.

3.96 All savings are cash releasing, sustainable and are reported net of costs.

3.97 An internal audit is in progress to ensure that structures are sufficiently robust to validate Value for Money savings.

Additional value for money savings in 2010/11

3.98 The NIO, as its fair share of efficiency savings sought by HM Treasury, is committed to generating additional value for money savings in 2010/11. In addition to delivering the £108m of savings agreed as part of the CSR, NIO agreed to achieve a further £17m of savings in 2010/11 as part of the Government expanded £35bn target.

Supporting Improvement Strategies

3.99 In addition to the achievement of strategic objectives and targets the NIO is committed to being a socially responsible employer and to continuous

improvement to offer better services both externally and internally.

3.100 Much of this improvement agenda is integrated into the normal work of the NIO and details of the actions taken to deliver these changes are described in chapters 4 to 14 which identify the work of the directorates and associated agencies and bodies.

Corporate Social Responsibility

3.101 The purpose of the NIO Corporate Social Responsibility (CSR) policy is to reinforce the Department's commitment to making a positive impact in the community in which it operates. The NIO is committed to deliver, in partnership with Business in the Community (BiTC), a range of CSR related obligations through the following:

- **Community Involvement** – mobilising and engaging staff to support and enrich the wider community.
- **Workplace** – addressing the needs and aspirations of our existing and potential employees through the development of a diversity strategy and commitment to health and well-being, and
- **Environment** – developing social and environmental practices that minimise waste and maximise efficiencies, and position the NIO as a responsible employer in this area.

Community Activities During 2008/09

3.102 In May 2008 a total of 12 NIO staff participated as volunteers in the Silver Surfer Scheme in local libraries, helping older members of the community to familiarise themselves with the internet. Also during the year NIO staff in London established a relationship with the homeless charity Centrepoint. Thirteen staff from the NIO volunteered to spend two hours a week at various local Primary Schools, reading with groups of P4 children to try and improve their reading skills and self-confidence as part of a Time to Read Scheme which started in September 2008. Senior staff within NIO also met with representatives from Positive Futures - a Northern Ireland charity which supports people with learning disabilities. The purpose was to share knowledge and skills with PF to improve how they function as a business.

3.103 The Department's "fast streamers" undertook to convert a basement area of a Simon Community hostel in Ballymena in December 2008.

Health and Safety

3.104 The Northern Ireland Office is fully committed to the implementation and continuing development of an effective health and safety regime. The Department's Health and Safety Policy, which was originally produced in 2004, has undergone an extensive review. The revised policy was published in June 2008, and is available at www.nio.gov.uk. The new policy underscores the Department's commitment to health and safety, supported by guidance for managers and staff for each identified risk category.

3.105 The Department is focused on ensuring that staff have the skills and training they require to work safely. An e-learning programme on health and safety awareness will be complete by June 2009 and further specialist training will be provided on an ongoing basis for those with specific needs.

3.106 A total of 17 incidents were recorded for 2008. Cuts, burns, slips, trips and falls were the most common categories of accident. None of the accidents recorded were reportable under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations.

Sustainable Development

3.107 The NIO has aligned itself with the Northern Ireland Sustainable Development Strategy and, where appropriate, will work with the NI Departments to ensure that the sustainability agenda is taken forward. At a strategic level the NIO, through its PSA targets and working towards fully devolved government in Northern Ireland is contributing to the wider goal of sustainable communities. Sustainable development informs the Department's operational decisions and it is actively committed to reducing energy consumption, improving energy efficiency, and reducing waste going to landfill.

3.108 In the past year the NIO has continued to promote awareness of sustainability issues through a series of presentations to staff, regular issue of advice and information to staff through the Department's internal intranet and through the availability of sustainable development awareness training. In cooperation with

other NI Departments the Department has pursued a sustainability agenda; recycling and promoting the use of recycled paper and through the production of a workplace travel plan. It has continued to offset its carbon emissions from air travel and has phased out the use of bottled water. The Department has sought to improve its energy efficiency through the development of a Green ICT Strategy. In addition it has ensured compliance with the new Energy Performance of Buildings Regulations.

Central Government Requirements

Monitoring of Performance

3.109 The Department monitors its performance in a number of key areas.

Six Standards

3.110 The Six National Standards for Central Government were introduced to the NIO and its executive agencies from April 1997. Details of the Department's performance can be found in Appendix F.

Ministerial Correspondence

3.111 Details of the Department's performance against targets set for answering Ministerial correspondence can be found in Appendix F.

Payment Performance

3.112 The NIO, including its agencies, complies with the British Standard for achieving good payment performance to suppliers. Under the Standard, the normal policy is to pay bills in accordance with contractual conditions, or where no such condition exists, within 30 days of receipt of goods and services. This target was reduced to within 10 days of receipt by the Prime Minister in a statement in October 2008. Details of performance in this area during 2008/09 can be found at Appendix F.

Table 3.4 – Breakdown of spending on external consultants and staff substitution

Department/Agency	Amount spent on external consultants /professional services	Amount spent on staff substitution
Core	£734,768	£679,502
Prison Service Northern Ireland	£570,515	NIL
Youth Justice Agency	£54,252	£273,715
Forensic Science	£40,595	£357,248
Compensation Agency	NIL	£13,228
Crown Solicitor's Office	£16,272	£105,111
Public Prosecution Service	£100,795	£95,281
Total	1,517,197	£1,524,085

Regulations

3.113 The NIO makes regulations each year in order to support the implementation of a number of business objectives. In the past year the Department introduced one Statutory Scheme, 17 Orders and 3 Regulations/ Rules. No additional bureaucratic burden was placed on business and frontline staff in the public sector as a result of the introduction of this legislation.

Consultations

3.114 The Northern Ireland Office conducted 16 consultations between 1 April 2008 and 31 March 2009. All 16 consultations were carried out on a full consultation basis.

Consultancy Expenditure 2008/09

3.115 The Department has adopted a policy of only engaging consultancy support where the particular skills or resources required to deliver the service are not available in-house. Just over £3m was spent on external consultants/professional services and staff substitution during the course of the year. Table 3.4 gives a breakdown of spending in the NIO core, executive agencies and law offices.

Freedom of Information

3.116 2008 was the fourth year of FOI since the commencement of access rights in 2005 under the Freedom of Information Act 2000. During the period April 2008 to December 2008 the NIO received a total of 136 requests.

3.117 The statistics for April to June 2008 showed that 62% of requests were answered on time, rising to 84% when permitted extensions were taken into consideration. The figures for the same period in 2007/08 were 96% and 98% respectively. For July to September 2008, 80% of requests were answered on time, rising to 93% with permitted extensions, compared to 80% and 89% respectively for the same period in 2007/08. For October to December 2008 80% were answered on time, 95% with permitted extensions, compared to 69% and 83% respectively in 2007. Statistics in respect of the period, January to March 2009 are due for publication by the Ministry of Justice in late June 2009.

3.118 During the period April 2008 to December 2008 there were 15 FOI internal review cases, three of which were appealed to the Information Commissioner's Office (ICO), compared to 11 internal reviews in 2007, of which one was appealed to the Commissioner's Office. Figures relating to internal reviews and ICO appeals for the period January to March 2009 are due for publication by the Ministry of Justice in 2010. Finally, the Department received 20 Data Protection requests between April 2008 and December 2008.

3.119 The FOI team continued to follow procedures set down in the NIO FOI Response Management Policy to improve the response time of requests and to ensure that old cases were brought to a satisfactory conclusion. These

procedures include a reminder mechanism which goes to the head of division responsible for the request and an escalation mechanism which ensures that overdue cases are drawn to the attention of the Heads of Information Systems Division and Central Services Directorate. The Board continued to take a keen interest in FOI matters, regularly receiving performance information at Board meetings.

3.120 In addition to managing all Freedom of Information and Data Protection cases received by the Department, the FOI team successfully designed and produced a Publication Scheme which is on the NIO website. The scheme lists all information within the Department and its four executive agencies that is readily available on request by the general public. The initiative was prompted by the Information Commissioner's Office in an effort to improve accessibility of information to the general public and reduce the number of requests submitted to public authorities as a whole.

CHAPTER 4

Political Directorate



Role and Task

4.1 The Political Directorate provides Ministers with advice on the political progress in Northern Ireland. In addition the Directorate provides advice to Ministers on a range of other issues including elections, human rights, public inquiries and aspects of equality policy. On behalf of Ministers, it maintains relations with the Northern Ireland administration, with the Irish Government, with the political parties in Northern Ireland and with several Non-Departmental Public Bodies (NDPBs) and other independent organisations. The Private Office and Parliamentary Section, which are also within the Directorate, give direct support to Ministers across the whole range of NIO business.

Aim

4.2 The Directorate's work contributes primarily to the aim set out in the Department's public service agreement: *to secure a lasting peace in Northern Ireland based on the Belfast (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.*

Objectives

4.3 The Directorate's primary objective is to ensure that the implementation of the Belfast Agreement is sustained. In support of this, the Directorate's objectives for 2008/09 were:

- Political and constitutional process supported to advance devolution on a stable and inclusive basis, including progress towards devolving responsibility for policing and justice.
- The Government and NI Administration interface effectively with each other in the interests of both.
- The Government and the Irish Government interface effectively on Northern Ireland issues.
- The Government's commitments on human rights and equality delivered effectively.
- A policy for dealing with the past, which commands cross community support, developed, taking account of the report of the Consultative Group on the Past.

- Effective and efficient administration of elections in Northern Ireland, consistent, as appropriate, with UK-wide developments.

Looking Back over 2008/09

4.4 The Rt. Hon. The Revd. Dr Ian Paisley stood down as First Minister on 5 June 2008. He was replaced by Peter Robinson.

4.5 From July to November 2008 the Northern Ireland Executive did not meet. This impasse was brought to an end by the agreement that was announced by the First Minister and deputy First Minister on 18 November setting out a process that would lead to the devolution of justice and policing.

4.6 The agreement, and the subsequent report of the Assembly and Executive Review Committee (AERC) on the modalities of devolution, contained a number of significant decisions on the shape of the post-devolution framework for the administration of policing and justice in Northern Ireland.

4.7 The Northern Ireland Act 2009 gives effect to those elements of the November statement and the AERC report that required primary legislation.

Preparations for the Completion of Devolution

4.8 The Northern Ireland Act 2009 provides a framework for the post-devolution administration of justice by providing for a new ministerial model which the Assembly can use to establish a Department of Justice.

4.9 It also provides for certain functions in relation to judicial appointments and removals to rest with the Judicial Appointments Commission rather than the First and deputy First Ministers.

4.10 The remaining Assembly and Parliamentary stages include a Bill in the Assembly to establish the Department of Justice, a resolution passed by the Assembly to request the transfer of responsibility for policing and justice and a series of Orders in Council in Parliament at Westminster to effect the transfer of powers.

Human Rights and Equality

4.11 On 1 September 2008 eight serving Commissioners, including the Chief Commissioner, were re-appointed to the Northern Ireland Human Rights Commission. The Commission submitted its advice to the Government on a potential Bill of Rights for Northern Ireland on 10 December 2008. The Government is considering this advice and plans to consult publicly on the issue in due course.

4.12 On 1 August 2008 eight new Commissioners, including a new Deputy Chief Commissioner, were appointed to the Equality Commission for Northern Ireland. Four Commissioners, including the Chief Commissioner were also re-appointed for a second term.

4.13 Work also continued to ensure the effective operation of the equality provisions in section 75 of the Northern Ireland Act 1998 and to review the designation of relevant bodies under these arrangements. A further designation order is planned for this year.

Public Inquiries

4.14 The Bloody Sunday Inquiry was announced by the Prime Minister in January 1998 to inquire into the events of 30 January 1972 when shots were fired by the Army during a civil rights march; 13 people were killed and others were injured, one of whom subsequently died. The Inquiry concluded its public hearings in October 2004 and is now in the process of compiling its report.

4.15 Separate public inquiries into the deaths of Robert Hamill, Rosemary Nelson and Billy Wright were announced by the then Secretary of State on 1 April 2004, following recommendations by the Canadian Judge, Peter Cory. The terms of reference and composition of the inquiries were announced to Parliament in November 2004. The work of the three inquiries is ongoing. All three inquiries are currently holding oral hearings, which are due to be completed during 2009. All three inquiries are due to report their findings during 2010.

Consultative Group on the Past

4.16 In June 2007 the Government established a Consultative Group on the Past to consult across the community on how Northern Ireland can best approach the legacy of the events of the past 40 years; and to make recommendations, as appropriate, on any steps that might be taken by Northern Ireland society in building a shared future that is not overshadowed by the events of the past. The Group was co-chaired by Lord Eames, the former Archbishop of Armagh, and Denis Bradley, the first vice-chairman of the Policing Board, with six other members and two international advisers.

4.17 The Group consulted widely across Northern Ireland, meeting with 141 individuals or organisations, holding a series of public meetings attended by over 500 people and receiving 290 written submissions. It launched its report on 28 January 2009. The report made 31 recommendations about how Northern Ireland might approach the legacy of the past. The Government has decided not to pursue the recommendation of a recognition payment to all those who lost a family member in the Troubles given lack of consensus for this proposal. The Government is currently considering the other 30 recommendations.

Electoral Issues

4.18 Several pieces of secondary legislation have been passed to ensure that the framework for administering UK Parliamentary, European Parliamentary and Assembly elections in Northern Ireland is fully up to date¹. In the course of updating the Assembly election legislation changes were made to the method of filling vacancies in the Northern Ireland Assembly. Following a full public consultation a new system has now been established in which the nominating officer of the political party to which the vacating MLA belonged at the time they were elected may nominate a replacement to fill the vacant seat. This system is also being brought forward for vacancies arising in the European Parliament in the Political Parties and Elections Bill and subsequent regulations.

4.19 Legislation was also passed to regulate loans to political parties in Northern Ireland² in line with similar laws which came into force in Great Britain in 2006. The NIO is continuing to work closely with the Ministry of

¹ The Representation of the People (Northern Ireland) Regulations 2008; the European Parliamentary Elections (Northern Ireland) (Amendment) Regulations 2009; and the Northern Ireland Assembly (Elections) (Amendment) Order 2009.

² The Electoral Administration Act 2006 (Regulation of Loans etc: Northern Ireland) Order 2008 and the Political Parties, Elections and Referendums Act 2000 (Northern Ireland Political Parties) Order 2008.

Justice on the Political Parties and Elections Bill which will further strengthen the regulation of funding of political parties across the UK.

4.20 The Parliamentary Constituencies (Northern Ireland) Order 2008 gave effect to the new Parliamentary boundaries that had been recommended by the Fifth Review of the Northern Ireland Parliamentary Boundary Commission. The Secretary of State also reappointed one member of the Boundary Commission and conducted a public appointment process to fill a vacancy on the Commission.

4.21 As a result of the major restructuring of local government in Northern Ireland, reducing the number of councils from 26 to 11, Parliament agreed to the postponement of the 2009 local elections to 2011³ so that they could be held in relation to the new councils. A District Electoral Areas Commissioner will be appointed and will be responsible for grouping District Electoral Areas within the new local government boundaries for these elections in time for the next local elections.

4.22 Finally, a response to the public consultation on proposals to introduce an anonymous registration scheme to Northern Ireland was published. The proposed scheme, which is already in operation in Great Britain, would allow eligible electors to register to vote anonymously if they would face a genuine threat to their safety in the event of their personal details appearing on the full electoral register. The necessary legislation will be brought forward in 2009 to introduce the scheme to Northern Ireland.

Visits and Functions

4.23 In the past year Visits and Functions Section organised and managed a substantial number of VIP visits to Northern Ireland, including ten by members of the Royal Family and a Head of State visit by the President of Burundi. The Section was also heavily involved in the arrangements for the visit by President Bush, the Prime Minister and the Taoiseach, Brian Cowen. It also handled a number of visits by national and international politicians, diplomats and cultural representatives. A large number of functions were also organised during the year, including 21 citizenship ceremonies resulting in 531 individuals receiving their British citizenship, the Secretary of State's Garden Party and 21 Ministerial receptions.

British-Irish Intergovernmental Secretariat

4.24 The British-Irish Intergovernmental Conference and Secretariat were established by the British-Irish Agreement which took effect on 2 December 1999. The Conference replaced the Anglo-Irish Conference established by the Anglo-Irish Agreement of 1985.

4.25 Under the terms of the British-Irish Agreement the Conference is supported by officials of the British and Irish Governments; including a standing joint Secretariat of officials dealing with non-devolved Northern Ireland matters.

4.26 The secretariat also works closely with British and Irish Government departments in relation to the wider bilateral responsibilities of the Conference. The Conference brings together the two Governments to promote bilateral co-operation at all levels on all matters of mutual interest within the competence of both Governments. All Conference decisions must be by agreement between both Governments, who must make determined efforts to resolve disagreements between them.

4.27 Since October 2002 the Conference has met seventeen times at Ministerial level (the last occasion on 26 February 2007) and once at Summit Level (27 June 2005). Matters discussed on those occasions included the political situation, security developments in policing, and economic and social issues. The Conference has not met since the restoration of the devolved administration on 8 May 2007. The British and Irish Governments do, however, meet regularly to discuss political progress and security matters.

CHAPTER 5

Policing and Security Directorate

CHAPTER 5



Role and Task

5.1 The Policing and Security Directorate is tasked with the delivery of CSR07 Departmental Strategic Objective 4 (to work with PSNI and other policing partners to deliver effective and accountable policing services that can secure the confidence of the whole community) and PSA Outcome 2: Make Communities Safer (tackling crime, reducing re-offending and increasing public confidence in policing to increase public perception of safety).

Aim

5.2 To provide the appropriate financial, legislative and strategic framework in which the police can operate effectively with widespread community support. To take a strategic overview of the security situation in Northern Ireland and to facilitate effective action to counter serious and organised crime and residual terrorism, in a way which both observes human rights and complements the Department's political objectives.

Policing Objectives

5.3 The Directorate's objectives for 2008/09 were to:

- Deliver policing capability - an effective, efficient police service with widespread public support.
- Provide operational support - assisting the police in combating terrorism, serious crime and public disorder, and promoting public safety.
- Set the legislative framework - upholding and maintaining the rule of law through an effective legislative framework that takes account of the need to secure justice and the rights of individuals.
- Support oversight and accountability arrangements - providing an appropriate oversight and accountability framework for policing and security.

Looking Back over Policing in 2008/09

5.4 The effectiveness of the PSNI and the wider policing family in Northern Ireland can be judged by the impressive levels of confidence in the service that is being

provided, and in the levels of recorded crime which are generally lower than in the rest of the UK. Confidence in policing is high, currently standing at 79%, demonstrating public recognition for the good work being done by the whole policing family. The Omnibus Survey published by the Policing Board on 18 December 2008 showed that the overwhelming majority of people in Northern Ireland (93%) feel safe in their communities.

5.5 The crime rate has risen by 1.5% over the last year. However, the overall crime trend remains downwards; 110,094 offences were recorded in 2008/09, this is the second lowest level recorded in the last 10 years.

5.6 Entering the new CSR period the Government identified serious (non-sexual) violent crime as an area which demanded specific attention. Unlike almost all other categories of crime it has been, in recent years, resistant to the otherwise general downward trend. The Government and key agencies are seeking to address the specific area of growth with strategies to tackle alcohol and drug related violence and knife crime. It is worth noting that the numbers being monitored are very small (around 1700 offences in total) and a few more offences per month can constitute a large percentage increase. Serious violent crime accounts for just 1.7% of total crimes recorded in Northern Ireland and just 6% of offences against the person.

5.7 In seeking the very best police service for Northern Ireland, the NIO is supported by the NI Policing Board. Its role in securing the effectiveness and efficiency of the PSNI, ensuring the operational responsibility of the Chief Constable, and acting as the principal conduit between the public and the PSNI is invaluable. This year has been the first in which the Policing Plan has been agreed and overseen by a Board comprising members of all the main political parties.

5.8 In the past year significant reforms have been proposed and implemented in England and Wales which have a natural impact upon policing in this jurisdiction. Sir Ronnie Flanagan's 2008 review of policing and the Home Office's Green Paper on police reform both place an emphasis on enhancing public confidence through policing with the community. Reflecting these priorities in addition to measuring public confidence the Department also now measures public perception of the levels of police engagement with local communities as part of its Public Service Agreement. Recent figures show that 41% of respondents agree that the police and other agencies seek people's views about crime and anti-social behaviour issues that matter locally and are actively dealing with them.

5.9 The key mechanism for increasing public engagement with policing is the work of the District Policing Partnerships. The role of a DPP is to consult with the community, establish policing priorities in conjunction with the District Commander and monitor police performance against the local policing plan.

5.10 The DPPs entered a new era when, on 1 April 2008, the process of reconstituting 23 of the 26 DPPs was completed, so that political members of the DPP reflected as far as practicable the balance of parties on the local council. For the first time this included Sinn Féin representatives. This tier of the accountability arrangements plays a vital role in allowing local people and police officers to have meaningful dialogue on the top priorities for policing in their areas.

5.11 With the completion of the Review of Public Administration and the decision to create eleven new councils to replace the twenty-six existing district councils, a review of the functions of DPPs and CSPs and how they would need to adapt to meet these changes has been undertaken. The intention is to bring proposals forward that will enhance the effectiveness of local partnership in delivering safer communities, whilst respecting the value that both DPPs and CSPs have brought.

5.12 The delivery of policing is managed through a tripartite relationship between the Department, the PSNI and the Policing Board. An important task in this past year has been to elucidate and formulate this relationship in preparation for the devolution of justice and policing. A tripartite strategic group, which included officials from PSNI, NIO and NIPB, has drawn up a draft 'protocol' which describes the way in which the policing governance arrangements would work after devolution.

5.13 The modernisation of the PSNI, in line with the Patten Report, continues.

5.14 2008/09 was a successful year for recruitment. The PSNI continued to attract large numbers of high calibre applicants from both sides of the community. The number of applications for trainee posts remained consistent, with over 88,000 applications having been received in the fourteen competitions to date. The latest campaign achieved the highest number of applications, with 8,363 applications for 440 places, 42% of the applications being from the Catholic Community. As at 12 March 2009, 3,442 recruits had been selected for appointment on the basis of 50% Catholic and 50% non Catholic. Consequently the proportion of Catholic officers in the regulars has risen from 8.3% in November 2001 to 26.14% on 12 March 2009.

5.15 Since April 2005, and in line with the Patten recommendations, a number of officers have left the PSNI under the terms of the severance programme phasing out the Full-Time Reserve (FTR). The Chief Constable announced on 21 September 2007 that the security situation required him to retain a FTR complement of 381 full-time officers to secure the police estate and to provide protection and security in the external police environment. The 381 officers retained would be concentrated in areas of highest threat. The process commenced in April 2008 with officers leaving on a phased basis. At 28 February 2009 the strength of the FTR was down to 534 officers, representing a total of 832 FTR officers who have left the service since 31 March 2007.

5.16 At 31 March 2009 there were 760 officers classified as police officers part-time. These officers perform a new community based role rather than the security function traditionally formed by the Part-time Reserve. The funding available for POPT over the CSR07 period does not include recruitment. However, it is intended to retain the current level of POPT over the CSR period as they are an invaluable resource to the PSNI in the area of neighbourhood policing.

5.17 On 1 October 2008 the historic secondment arrangements between PSNI and the Northern Ireland Civil Service came to an end. A total of 1057 civil servants became permanent employees of the Northern Ireland Policing Board. As a result all police staff are now under the direction and control of the Chief Constable.

5.18 Following the first formal exchange of police officers between the PSNI and An Garda Síochána, which took place in October 2005 under the terms of the protocols signed by the Chief Constable and Garda Commissioner, further personnel exchanges were initiated to cover training, human resources, traffic, IT and community relations. These have subsequently been extended to include immigration, drugs, fingerprints, serious crime and telecommunications.

5.19 From 2005 to 31 March 2009 there have been 63 personnel exchanges:

- 30 AGS officers to PSNI.
 - 3 Superintendents.
 - 10 Sergeants.
 - 17 Garda.
- 33 PSNI officers to AGS.
 - 1 Chief Superintendent.
 - 2 Superintendents.
 - 9 Inspectors.

- 5 Sergeants.
- 16 Constables.

5.20 The RUC George Cross Foundation continued to provide a valuable service in keeping alive the memory of the brave men and women of the RUC. One of their projects during the year was the funding and design of a stained glass window in St. Anne's Cathedral, Belfast. After the dedication service in October 2008 the Secretary of State said "This unique window gives us all a chance to reflect on the extraordinary sacrifice of these officers". The Northern Ireland Police Fund and the Police Rehabilitation and Retraining Trust also continued their important work within the policing family.

5.21 The NIO is responsible for ensuring that the police in Northern Ireland are equipped with the powers that they require to detect and investigate crime, and that the use of these powers are regulated by statutory codes of practice. Work has continued throughout 2008/09 on a further review of the Police and Criminal Evidence (NI) Order 1989 (PACE). The review will build on legislative changes previously made to PACE and revisions to the associated codes of practice in March 2007, and aims to further develop police powers to meet the needs and expectations of the criminal justice system in the 21st century. A paper containing detailed Government proposals was published on 8 January 2009 for public consultation. Responses to this will help inform the extent and detail of legislative changes planned for late 2009/ early 2010. A new PACE code of practice for the detention, treatment and questioning of persons detained under the Terrorism Act 2000 came into effect on 10 November 2008. Code H replaced the code issued under the now repealed Section 99 of the Terrorism Act.

5.22 Those who are dealt with by the police also require effective protections. A steering group examined options to develop a more structured approach to providing access to an appropriate adult when juveniles and mentally disordered or otherwise mentally vulnerable people are being interviewed by police, in accordance with PACE codes of practice. A service provider was procured in January 2009 and the service is expected to be operational by the summer.

5.23 This year the Department, in conjunction with the PSNI, Public Prosecution Service, An Garda Síochána and the Department of Justice, Equality and Law Reform undertook a review of the guidance and protocols in place for cross border operational cooperation. A revised cross border policing protocols manual for officers on both sides of the border is in progress, draft manuals are being prepared.

5.24 A multi-agency task group led by the NIO Firearms and Explosives Branch in partnership with other organisations, again delivered a campaign to raise public awareness about the dangers associated with the misuse of fireworks and the consequences of obtaining fireworks illegally. As before, a general advertising strategy was supplemented by special projects undertaken in schools and coincided with the PSNI's province-wide control and enforcement strategy. Statistics collated by DHSSPS show a significant decrease in injuries during the 2008 Halloween period.

Security Objectives

5.25 The security objective is to provide a policy, legislative and strategic working framework to counter terrorism, to maintain public order and to combat organised crime effectively, to promote public safety, command community confidence and underpin political developments.

5.26 This requires the Directorate:

- To have in place and maintain a legislative framework for dealing effectively and proportionately with the terrorist threat.
- To have in place through the Organised Crime Task Force strategies for countering the threat to Northern Ireland society from organised crime. These strategies are developed in partnership with the operational agencies represented on the Task Force.
- To advise Ministers and officials on the exercise of powers relating to the security situation in such a way as to ensure they are used in a manner that is effective, proportionate and compatible with human rights obligations.
- To keep security policy, including cross-border security co-operation, under continuous review in the light of changes in the level of threat from terrorism, with the aim of returning to fully normalised security arrangements as soon as the threat level allows.
- To co-operate as appropriate with the Parades Commission and others to help bring about accommodation and agreement in respect of disputed parades.
- To co-operate as appropriate with the Independent International Commission on Decommissioning and the Irish Government to help bring about the decommissioning of all terrorist weapons.



Security Minister Paul Goggins with ACC Drew Harris, Dr Mike Emberton from Migrant Helpline and Annie Campbell the Director of the Women's Aid Federation Northern Ireland at the announcement of support services for victims of human trafficking.

Looking Back over Security in 2008/09

5.27 During the year the Independent Monitoring Commission (IMC) produced three reports two on paramilitary activity and one ad hoc report on the transformation of PIRA. The conclusions from these reports were that the Provisional IRA will not be diverted from its commitment to a political path; that dissident republican groups continued to be active and intent on causing harm; and that loyalists need to take action, in particular in relation to decommissioning, to match their stated commitments to move on.

5.28 Dissident republican groups were responsible for 19 attacks over the period and during the year the threat from them has increased.

5.29 Regrettably the year ended with the murders of Sappers Patrick Azimkar and Mark Quinsey on 7 March and of Constable Stephen Carroll on 9 March 2009. Four others were seriously injured in the attack on Massereene Barracks on 7 March. The murders have

united all political parties, church leaders and the wider community in Northern Ireland in their condemnation of such criminal acts. Major investigations continue with a number of individuals having been charged in respect of each of the murders.

Less Lethal Weaponry

5.30 The Policing Board agreed, in principle, on 2 October 2008 to support the Chief Constable's decision to issue Taser to Special Operations Branch and to Armed Response Vehicles. The Board's Human Rights advisor stated that the PSNI had met the legal and human rights framework within which Taser could be used, and had in place clear and robust policy, guidance and training to ensure that any use of Taser in Northern Ireland should fully meet the requirements of the European Convention on Human Rights and the Human Rights Act 1998.

5.31 All incidents involving the use of Taser have been reported to the Police Ombudsman for investigation in accordance with agreed protocols.

Table 5.1- Activity against Organised Crime

Drugs seizures and arrests by PSNI – 2007

Persons Arrested		51	Street Value
Persons Charged		47	
Drug Seized	Amount Seized		
Cocaine	10.8 kg		£648,000
Ecstasy	5000 tablets		£25,000
Heroin	198 grams		£15,840
Cannabis Resin	10 kg		£50,000
Amphetamine	3 kg		£30,000
Crack Cocaine	2.5 grams		£200

Source: OCTF Annual Report 2007/08

Street Value of Counterfeit Goods Seized by PSNI - 2007

Product	End of Year Total 2007	
	Quantity	Value
Film	58,344	£867,126
Music	33,559	£436,267
PS2/Xbox	7,312	£292,480
Cigarettes	587,460	£152,739
Hand Rolling Tobacco	737	£8,844
Clothes	15,352	£854,800
Trainers	1,466	£146,600
Washing Powder	28	£70
Perfumes/Sunglasses	2,083	£208,300
Drink	132	£1,716
Computers	86	£73,100
Burners	187	£14,960
Batteries	53	£265
Watches	222	£22,200
Equipment	988	£903,200
Searches		
IPCU	34	
C1/IPCU	4	
DCU assisted	48	
Arrests	55	
Charged	13	
Total Value of Goods Seized 2007		£3,982,667

Source: OCTF Annual Report 2007/08

Organised Crime Task Force

5.32 The Organised Crime Task Force (OCTF) published its eighth annual report in June 2008. The report highlighted the successes of the Task Force against organised crime during 2007/08, assessed the threat to Northern Ireland society from the various forms of organised crime and detailed the initiatives being taken forward in 2008/09.

5.33 During the 2007/08 financial year OCTF successes included:

- Over £4.3m of drugs were seized by PSNI.
- 7 million cigarettes were seized by law enforcement.
- Over £35m worth of criminal assets were disrupted, seized, recovered or settled.

5.34 The Task Force continued to bear down on organised crime in Northern Ireland. The tables below detail these successes:

Oils Fraud – HMRC Activity 2005/06 – 2007/08

	2005/06	2006/07	2007/08
Laundering plants disrupted	16	18	8
Seizures of illicit oils (m litres)	1.08	0.84	0.82
Convictions	4	4	3
Average Sentence (months)	2	6	6
Confiscation Orders	Nil	Nil	Nil
Vehicles Seized	956	1199	844

Source: HMRC Autumn Performance Report 2008

Tobacco – UK Market Shares (%)

	2005/06	2006/07	2007/08
Illicit market share:	10-19%	9-17%	Figures not available
Source: HMRC Autumn Performance Report 2008			

Armed Robberies 2005/06 – 2007/08

	2005/06	2006/07	2007/08
No. of armed robberies in NI attributed to organised criminals	58	51	22
Source: OCTF Annual Report 2007/08			

Criminal Assets – Amount of Cash Forfeiture Orders and Cash Seizures obtained by Police and HMRC 2007/08

Cash Forfeiture Orders	£191,000
Cash Seizures	£1.99m
Source: OCTF Annual Report 2007/08	

Criminal Assets – Amounts of Criminal Assets Restrained or Confiscated by Police and HMRC 2005/06 – 2007/08

	2005/06	2006/07	2007/08
Restrained	£13.5m	£20.5m	£9.86m
Confiscated	£1.04m	£1.44m	£3.71m
Source: OCTF Annual Report 2007/08			

Civil Recovery – Amounts of Criminal Assets Disrupted or Confiscated by ARA 2007/08

	Number	Value
Disrupted	26	£11.4m
Completions	18	£8.5m
Source: OCTF Annual Report 2007/08		

Alcohol – UK Market Shares (%)

	2004/05	2005/06	2006/07
Illicit market share: Mid point of range	4%	5%	6%
Source: HMRC Autumn Performance Report 2008			

5.35 The Organised Crime Task Force operates at three levels, a stakeholder group which is chaired by the Security Minister, Paul Goggins, a smaller strategy group which is chaired by the Director General Criminal Justice and Policing and which is made up of senior representatives from the law enforcement agencies; and various expert groups comprising representatives of both the public and private sectors.

5.36 Further information about the Task Force can be found at www.octf.gov.uk.

Normalisation

5.37 The Army retains a peacetime garrison of no more than 5,000 troops in Northern Ireland. In addition the Army also retains some limited but specific responsibilities with the capability to deploy in situations of extreme public disorder in support of the PSNI.

Decommissioning

5.38 The legislation that makes provision for a decommissioning amnesty was renewed in February 2009 to allow for one further and final amnesty period which will expire on 9 February 2010. This is the final opportunity for all those in Northern Ireland who hold illegal weapons to decommission. However if substantial progress is not seen within the first six months of the amnesty period the Ministers have indicated that the order will be repealed.

5.39 The Independent International Commission on Decommissioning (IICD) was established by treaty in September 1997 between the British and Irish Governments to oversee the decommissioning of paramilitary weapons. They have worked over the last 12 months to secure loyalist decommissioning. Although this has not yet been achieved, they have acknowledged that meaningful progress has been made.

Specification

5.40 The Northern Ireland (Sentences) Act 1998 provides that the Secretary of State may specify an organisation which he believes is concerned in terrorism connected with the affairs of Northern Ireland, or in promoting or encouraging it and has not established or is not maintaining a complete and unequivocal ceasefire. The Secretary of State is obliged to keep the list of specified organisations under review and may add

an organisation to, or remove an organisation from that list as he judges appropriate, by making an order under section 3 (8) of the 1998 Act.

5.41 The Secretary of State in reviewing the list of specified organisations during 2008 despecified the Ulster Volunteer Force and Red Hand Commandos. The decision was also taken to specify Óglaigh na hÉireann.

Security Industry Authority

5.42 The Security Minister Paul Goggins announced on 2 October 2008 that the regulation of the private security industry in Northern Ireland will come into line with the rest of the United Kingdom by December 2009.

5.43 A project board has been set up to manage the delivery of the new regulatory scheme and is working to the following timetable for implementation:

January 2009	Training has been made available to SIA approved qualifications
May 2009	The SIA will start accepting license applications and applications to the Approved Contractor Scheme
December 2009	It will become illegal to engage in licensable conduct in NI without a licence

5.44 The sectors requiring a licence in Northern Ireland are:

- Cash and valuables in transit (contracted).
- Close protection (contracted).
- Door supervision (in house and contracted).
- Public space surveillance (CCTV) (contracted).
- Security guarding (contracted).
- Key holding (contracted).
- Vehicle immobilizing (in house and contracted).

AccessNI

5.45 The new Criminal History Disclosure Service for Northern Ireland, AccessNI, was launched on 1 April 2008 and is delivering the full range of disclosure services set out in Part V of the Police Act 1997. For most of 2008/09 AccessNI maintained performance levels within the published service standards for the delivery of Basic and Standard Disclosures. However, it quickly

became clear that AccessNI was unable to deliver Enhanced Disclosures within the published service standard, leading to a significant backlog of work which incurred much criticism from employers and voluntary/community groups across Northern Ireland. Following a review of procedures and the allocation of additional resources AccessNI returned to all its service standards in December 2008, and has maintained this level of service subsequently.

5.46 During 2008/09, AccessNI received a total of 120,962 valid application forms for disclosure as follows:

Level of Disclosure	Number Processed
Basic	15,561
Standard	3,207
Enhanced	102,194

5.47 AccessNI has also now approved some 1,527 organisations as Registered Bodies to countersign applications for Standard and Enhanced Disclosure Certificates and, in addition to a lead signatory in each organisation, a further 1,295 individuals to act as counter signatories. AccessNI has also approved a further 32 organisations as Responsible Bodies to countersign applications for Basic Disclosures.

5.48 In December 2008, AccessNI commenced a series of Self Assessment Compliance Audits which are aimed at ensuring that Registered Bodies comply with the AccessNI Code of Practice produced in accordance with legislation.

5.49 Throughout the year AccessNI has been involved in helping to design the national IT infrastructure for the new Vetting and Barring Scheme which is due to be launched in October 2009.

5.50 More information on Disclosure Services provided by AccessNI can be found on its website: www.accessni.gov.uk

Parading and Other Security Issues

5.51 Like the previous year, the 2008 parading season was peaceful with police operations in Belfast on the Twelfth of July not requiring military support on the ground.

5.52 As reported last year the Security Minister Paul Goggins announced a Strategic Review of Parading in February 2007 with the following terms of reference:

- 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 NI 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.
- Consider what the implications of the review findings are for public policy, including legislation.

5.53 The Strategic Review of Parading subsequently established by the then Secretary of State and chaired by Lord Ashdown published an Interim Report in April 2008. The draft recommendations were based on a widespread consultation exercise and were largely welcomed. The Review is now in the process of finalising its recommendations.

5.54 The Justice and Security (Northern Ireland) Act 2007 came into force in 2007. This put in place replacement arrangements for the Diplock Courts system. Under the new non-jury trial system the Director of Public Prosecutions issued 29 certificates relating to 28 cases to allow for non jury trials during the period 1 August 2007 to 31 July 2008.

5.55 In May 2008 the Secretary of State appointed Robert Whalley CB as the Independent Reviewer of the Justice and Security (Northern Ireland) Act 2007. The Reviewer is responsible for reviewing the operations of the powers contained in the Act (s21 - 32) and the procedures adopted by the GOCNI for receiving, investigating and responding to complaints against the military. Robert Whalley's first report which covered the period 1 August 2007 to 31 July 2008 was laid in Parliament on 17 December 2008. The report provides a positive assessment of the use of the powers under

the 2007 Act and makes clear the continuing need for them. The report provides a valuable reassurance to both the public and Government on the use of these powers ensuring that they are exercised appropriately and proportionately.

5.56 In November 2008 the Independent Commission for the Location of Victims' Remains discovered the remains of Danny McIlhone in Co Wicklow. Danny McIlhone disappeared in July 1981. The Commission is funded by the British and Irish Governments to locate the remains of the 'disappeared'. To date the remains of 6 of the 14 disappeared have been recovered.

Looking Forward – Policing

5.57 The primary focus for the coming year will be the challenge of maintaining the current downward trend in crime rates. The NIO has chosen to measure success in this area by measuring the rates of the most serious violent crime – the category of crime that has shown a particular resistance to the otherwise consistent decline. Whilst special effort will be made to address the increase in serious violent offences, it will be done in the context of tackling crime rates overall, including less serious offences which can lead to more serious violence.

5.58 Another key theme will be increased engagement with the communities that the PSNI serves. The Government will be closely monitoring its targets in respect of public confidence and engagement, and the momentum of change in the PSNI will be towards policing with the community. New arrangements for police and community safety partnerships at district level will be developed – almost certainly for consideration by a new Justice Minister rather than by outgoing NIO Ministers.

5.59 In the coming year we expect that policing will be devolved, and a new era of local responsibility will begin. The existence of the Policing Board and more recently the involvement of all the main parties means that to some degree policing is already devolved. But when there is also a locally accountable Minister and Assembly Committee devolution will be real. The task of the Department in preparing for this is to ensure that the finely balanced architecture of accountability and responsibility is secured.

5.60 The PSNI, Policing Board and Department will also need to look at how the police service is composed in the future, so that it meets the needs of the public. The patterns of recruitment and severance devised by Patten

for the transformation of the police in Northern Ireland will continue to operate during the year, and we will continue to monitor them closely. The overhaul of local government in Northern Ireland, with the creation of eleven new councils to replace the existing 26, will pose specific challenges to the organisation of the PSNI and its interaction at a local level with partner agencies.

5.61 Whilst attention will focus on the challenges for policing today and tomorrow, there is still work to be done in addressing the past. With the publication in January 2009 of the Report of the Consultative Group on the Past, the challenge of investigating Troubles-related murders will need to be addressed afresh. The future of the work currently done by the Historical Enquiries Team and the Police Ombudsman's office in this field will need to be included in the Government's response to the report. Further information about the Consultative Group on the Past can be found in chapter 4 of this report.

5.62 During 2009/10 it is intended to introduce changes to the police injury benefits scheme. These UK wide changes are being developed in consultation with the Home Office and the Scottish Executive and will ensure that the financial support currently given to police officers and their families for injury or death in the line of duty meets modern requirements, is properly targeted and is effectively administered.

Looking Forward – Security

5.63 During the next year the security focus will be to reduce the threat from dissident republicans. As noted above the next year presents the final opportunity for those with illegal weapons to decommission; the amnesty will expire at the latest on the 9 February 2010.

5.64 The current non jury trial provisions in the Justice and Security (Northern Ireland) Act 2007 expire on 31 July 2009. Government will consult with those interested parties in order to inform the decision as to whether to renew the provisions; a decision will be reached in the spring.

5.65 At the instigation of Government, the Community Relations Council was tasked with considering the overall policy on potential new peace-walls and to review existing structures. Its report 'Towards Sustainable Security' provides the opportunity to engage in discussion with the devolved administration and statutory agencies to consider developing key principles and indicators to monitor and review the need for security barriers in any particular area.



Security Minister Paul Goggins MP, Irish Minister of Justice Dermot Ahern TD, PSNI Chief Constable Hugh Orde and An Garda Síochána Commissioner Fachtna Murphy at a joint press conference before the opening of the 2008 Cross Border Organised Crime Seminar.

Strategic Review of Parading

5.66 The work of the Review is ongoing and continues towards publication of their final report.

Organised Crime Task Force

5.67 The Task Force will continue to raise awareness of the dangers of organised crime amongst all sections of the community through OCTF roadshows and awareness events. The OCTF will also strengthen where appropriate the legislative and regulatory framework available to those disrupting the activities of those involved in organised crime.

Northern Ireland Policing Board

5.68 The Northern Ireland Policing Board was established as an executive non-departmental public body of the NIO on 4 November 2001 under the Police (Northern Ireland) Act 2000. It replaced the Police Authority for Northern Ireland. The Policing Board's statutory duties are to ensure that PSNI is effective and efficient and to hold the Chief Constable to account.

5.69 Its main responsibilities include the following:

- To consult with the community to obtain their views on policing and their co-operation with the police on preventing crime.
- To set objectives and performance targets for PSNI.
- To publish objectives and targets for PSNI as part of an annual policing plan and to monitor PSNI performance against the plan.
- To appoint all PSNI officers above the rank of Chief Superintendent.
- To secure an adequate grant for police purposes and ensure that the Chief Constable manages this grant in an appropriate manner.
- To oversee complaints against the police and to conduct investigations into complaints against senior officers.

5.70 In February 2008 Sir Desmond Rea announced his decision to step down as Chairman of the Policing Board; he will retain his position as an independent member. Sir Desmond Rea's commitment to reforming policing in Northern Ireland over the past eight years has been unstinting. He has been critical in the

implementation of the Patten recommendations and an integral part in bringing the Board to where it is today, an inclusive and representative body driving a modern police force.

5.71 More information about the work of the Northern Ireland Policing Board can be found on their website at www.nipolicingboard.org.uk

Police Service of Northern Ireland

5.72 The aim of the Police Service of Northern Ireland is to provide a high quality, effective police service to all the people of Northern Ireland, working to achieve this in partnership with the community and in co-operation with other agencies. Its purpose is to: uphold the rule of law and bring to justice those who break it; play its full part in the eradication of terrorism and the prevention of crime; help preserve the peace; and protect, reassure and assist the community.

Police Expenditure 2008/09

5.73 The police resource and capital allocation for 2008/09 was set at £1,239.7million, which includes £265.2m categorised as Annually Managed Expenditure (AME), to meet the day to day running costs of the PSNI and funding for Patten related projects. Full statistics and indicators can be found in the Chief Constable's Annual Report, available from PSNI, Brooklyn, 65 Knock Road, Belfast BT5 6LE. In addition a copy of the annual policing plan, setting out the key objectives of the police service can be obtained by writing to the Northern Ireland Policing Board, Waterside Tower, 31 Clarendon Dock, Belfast BT1 3BG or at the Policing Board website www.nipolicingboard.org.uk

Police Ombudsman for Northern Ireland

5.74 The role of the Police Ombudsman's office is to provide an independent system for the handling of complaints against the police in Northern Ireland. The Police Ombudsman is required to exercise his powers in such a way as to secure the efficiency, effectiveness and independence of the police complaints system, and the

confidence of the public and of members of the police in that system.

5.75 The Police Ombudsman's resource and capital allocation for 2008/09 was £9.737 million. The office has a complement of 151 staff and they are employed in three main areas: complaints and investigations, research and information, and corporate support. Information on the work of the Police Ombudsman can be found in the Police Ombudsman's Annual Report, published each July and available from the Police Ombudsman for Northern Ireland, New Cathedral Buildings, St Anne's Square, and 11 Church Street, Belfast, BT1 1PG. Information can also be found at the Police Ombudsman's website www.policeombudsman.org.

Parades Commission

5.76 The Parades Commission was established under the Public Processions (Northern Ireland) Act 1998 for the purpose of regulating public processions in Northern Ireland. Specifically, the Commission may:

- Facilitate mediation between parties in particular disputes concerning proposed public processions and take such other steps as appear appropriate for resolving such disputes.
- Issue determinations in respect of particular proposed public processions.

5.77 Under the terms of sections 3, 4 and 5 and Schedule 2 to the Public Processions (Northern Ireland) Act 1998, the Commission is obliged to keep its statutory documents (Code of Conduct, Procedural Rules and Guidelines) under review and may submit recommendations for revisions to the Secretary of State for consideration.

5.78 The Commission's budget for 2008/9 was £1.136 million. Rena Shepherd was appointed to the Commission in May 2008. The Parades Commissioners and Chairman, in accordance with OCPA guidelines, have been reappointed to the Commission for one further year and can remain in office until 31 December 2009. This decision is intended to allow the Government time to consider the recommendations of the Strategic Review of Parading's final report.

5.79 Further information on the Parades Commission can be found at www.paradescommissionni.org.

Independent Monitoring Commission

5.80 During the year the Independent Monitoring Commission produced three reports. Two of these were on paramilitary activity, and one was an ad hoc report on the transformation of PIRA.

5.81 Further information on the IMC can be found at www.independentmonitoringcommission.org

International Independent Commission on Decommissioning

5.82 In September 1997, the Independent International Commission on Decommissioning (IICD) was established by treaty between the British and Irish Governments to oversee the decommissioning of paramilitary weapons.

5.83 Further information on Decommissioning and the IICD can be found at <http://www.nio.gov.uk/index/key-issues/decommissioninh.htm>

Independent Commission for the Location of Victims' Remains

5.84 The Independent Commission for the location of Victims' Remains (ICLVR) was established by the British and Irish Governments in 1999 to take receipt of information on the whereabouts of the disappeared and facilitate the location of victims' remains. The Commission can only use the information it receives to locate and identify remains - it cannot be used to support any prosecution.

5.85 Anyone with information about the location of the remains of any of the Disappeared should provide it to the Independent Commission for the Location of Victims' Remains. The Commission can be contacted at ICLV Confidential Telephone Number: 0080055585500. ICLVR PO Box Address: PO Box 10827, Dublin 2

Northern Ireland Police Fund

5.86 The Patten Commission recommended that a substantial fund should be set up to help injured police officers, injured retired officers and their families as well as police widows. This recommendation was accepted by Government.

5.87 The principal role of the Northern Ireland Police Fund is to address the adverse effects of terrorist violence on the police family, particularly in terms of disability and bereavement. In the main this is delivered through the distribution of a range of direct grants supplemented by a series of donations to other police family agencies to enable them to better meet the needs of police who have been the victims of terrorist violence.

5.88 Further information on the Northern Ireland Police Fund can be found at www.nipolicefund.org

Police Rehabilitation and Retraining Trust

5.89 The Police Rehabilitation and Retraining Trust was incorporated as a company limited by guarantee on 2 March 1999. It was established to provide members of the RUC and RUCR and their families with assessment, treatment, training and support prior to and following cessation of their service. Its mission is “to enable clients to achieve and sustain a successful transition into civilian life by providing unrivalled personal and careers advice and guidance, psychological and physical therapies, training and employment support”. In January 2008 PRRT extended their client base to include the medical aftercare needs of former members of the UDR and the Royal Irish Regiment. More information on the Trust can be found at www.prrt.org or by writing to Police Rehabilitation and Retraining Trust, Maryfield, 100 Belfast Road, Holywood BT18 9QY.

The Royal Ulster Constabulary George Cross Foundation

5.90 The RUC GC Foundation was established in September 2001 by the Police (Northern Ireland) Act 2000. His Royal Highness the Prince of Wales is the patron. The Foundation has a number of statutory functions including marking the sacrifices and honouring the achievements of the RUC; supporting the professional development of police officers and innovations in policing by means of bursaries and scholarships; undertaking joint initiatives with the Widows’ Association and other groups within the police family; and taking responsibility for the Memorial Garden and the proposal for a new police museum. More information on the Foundation can be found at www.rucfoundation.org or by writing to RUC GC Foundation, Brooklyn, 65 Knock Road, Belfast. BT5 6LE.

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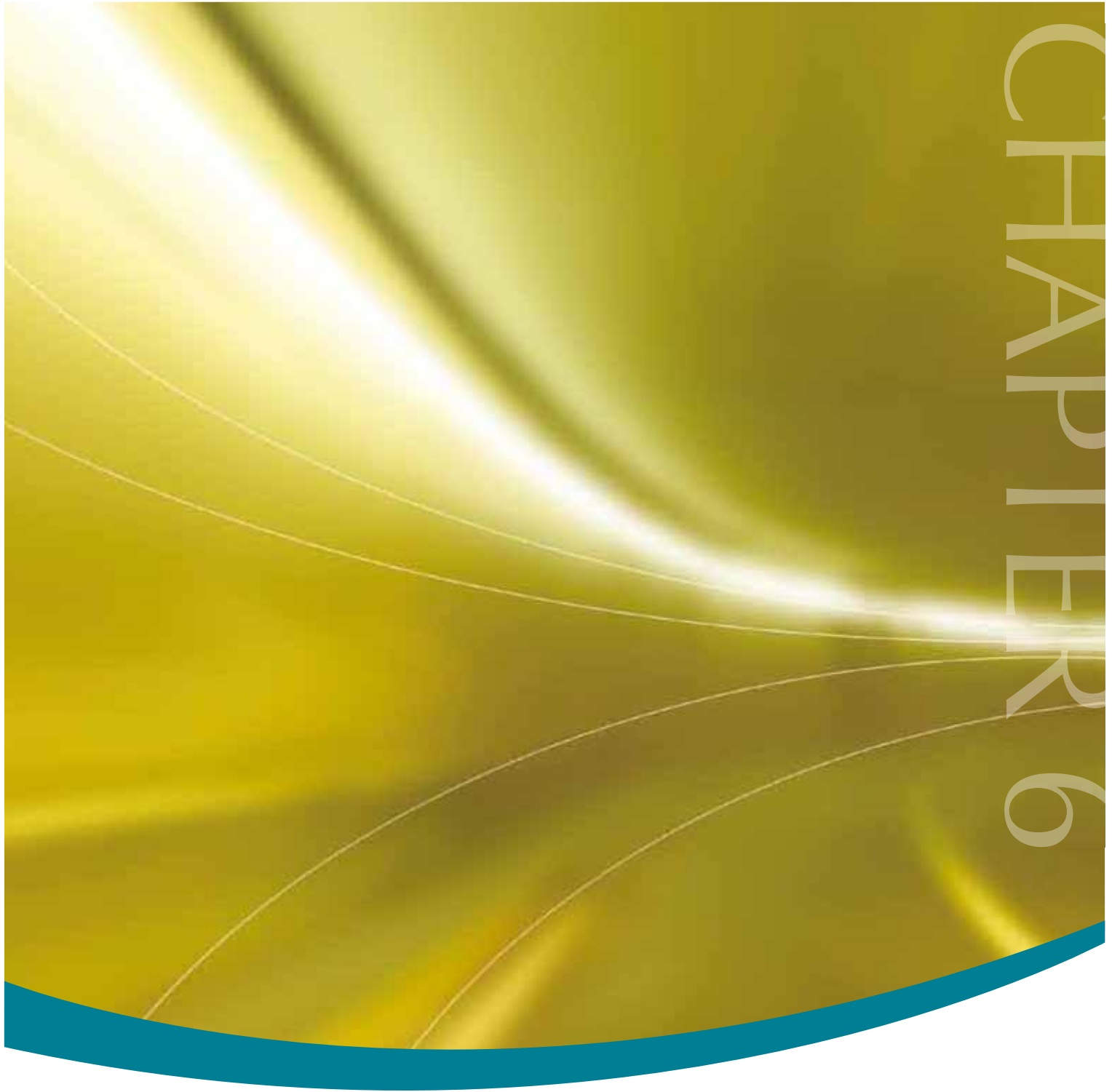
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CHAPTER 6

Criminal Justice Directorate

CHAPTER 6



Role and Task

6.1 During 2008/09 the Criminal Justice Directorate was tasked with the delivery of CSR07 Departmental Strategic Objective 3 (to deliver an independent, fair and effective criminal justice system which supports and protects the community) and PSA Outcome 1: Justice for All (reducing time to trial in dealing with offenders, increasing public confidence and improving victim and witness satisfaction in the criminal justice system).

offending and the level of serious offending in line with Safer Communities PSA targets.

- Plan for structural changes affecting the delivery of criminal justice, including devolution of responsibility to the Assembly.
- Secure an improved service to the public through better co-operation, co-ordination and accountability in the criminal justice system, including professional and voluntary bodies.
- Support and scrutinise the performance and ensure the efficient and effective operation of agencies and other partner bodies which the Directorate funds.

Aim

6.2 To support and help develop an efficient, effective and responsive criminal justice system in Northern Ireland. The Directorate aims to do this by working in partnership with others to:

- Modernise the criminal justice system and promote public confidence in it.
- Reduce criminality and the fear of crime.
- Develop and maintain a relevant body of criminal law.
- Enhance the criminal justice system's responsiveness to the needs of victims and witnesses.

Objectives

6.3 The Criminal Justice Directorate's objectives for 2008/09 were to:

- Steer and shape the modernisation of the criminal justice system in Northern Ireland and enhance public confidence in it.
- Maintain and develop an effective body of criminal law for Northern Ireland and to develop new criminal justice provisions in line with Ministerial decisions.
- Enhance community safety by reducing crime and anti-social behaviour, and promoting feelings of safety.
- To implement the reforms to the sentencing framework contained in the Criminal Justice (Northern Ireland) Order 2008.
- Optimise youth justice outcomes, within legislative and resource parameters.
- Co-ordinate efforts by the Probation Board for Northern Ireland, the Youth Justice Agency, the Prison Service and others to reduce the level of overall

Looking Back over 2008/09

Criminal Justice Policy

6.4 Public protection and building confidence in the criminal justice system continued to be at the forefront of the delivery agenda in the Criminal Justice Directorate. A significant step in the development of a stronger sentencing framework was delivered early in the business year with the introduction of the Criminal Justice (Northern Ireland) Order 2008. The Order created a significant shift in the sentencing powers available to Northern Ireland's courts by changing the fundamental nature of imprisonment in Northern Ireland. It created a new form of risk based sentencing and release for dangerous offenders sentenced to prison; and removed automatic 50% remission, replacing it with a custody and supervision regime. It underpinned the use of curfews by allowing for electronic monitoring or "tagging" and made provision for fine defaulters to complete a form of community sentence instead of ineffective and extremely short imprisonment. By the end of the business year around 90% of the Order had been commenced.

6.5 Two further significant legislative initiatives were launched in relation to fine default and knife crime. On fine default a consultation was undertaken to consider how best the criminal justice system could deal with those who end up in custody through the non-payment of a fine. Nearly 30% of prison receptions in 2007 were for fine default and the consultation looked at four broad areas for improvement: setting the fine; methods of collection; dealing with default; and strengthening compliance. New proposals were developed for the improvement of information for Courts; developing additional powers to deduct fines at source; and rolling out an administrative pilot on fine chasing across Northern Ireland. In relation to knife crime a suite of increased sentencing powers around

the possession of knives was created alongside a knife awareness campaign. Targeted at schools the programme had a strong crime prevention theme and comprised a citizenship module for the schools curriculum and a series of drama workshops for pupils to attend.

6.6 The Department reinforced its commitment to victims and witnesses of crime when it published the 2008/09 strategic action plan, the second year action plan of a new victims and witness five year strategy – “Bridging the Gap”.

6.7 The strategy, which aims to improve the current level of service provision to victims and witnesses of crime across the criminal justice system, was developed by a multi-agency Victims and Witnesses Steering Group, led by Criminal Justice Directorate. The 2008/09 strategic action plan has seen the criminal justice organisations make considerable progress towards achieving the objectives in the five year strategy. This has included the organisations working together in partnership through the multi-agency Victims and Witnesses Task Force to achieve key actions and deliver within agreed timescales. Key initiatives delivered in 2008/09 included:

- The development of a Code of Practice for Victims and Witnesses.
- The development of a Handbook for Victims and Witnesses.
- The development of the Northern Ireland Victim and Witness Survey.
- The development of a guide to assist bereaved families and friends in murder and manslaughter cases.
- The introduction of a remote link in the Londonderry court area for vulnerable or intimidated witnesses.
- The appointment of Case Progression Officers to every County Court Division.

6.8 The Department, in partnership with DHSSPS, jointly launched a five-year regional strategy for tackling sexual violence and abuse. The strategy sets out cross-government commitments to: increase public awareness of the problem; improve responses from the criminal justice system; provide better support for victims and survivors; and work with perpetrators to reduce risk and prevent sexual violence and abuse from recurring. The Department has lead responsibility for the strategic strand dealing with improvements in Protection and Justice measures and key amongst the objectives achieved in 2008/09 were:

- Legislative reforms including revision of the law on sexual offences, the removal of 50% remission

of sentences and the introduction of new public protection sentences for serious sexual and violent offenders.

- The strengthening of multi-agency arrangements for managing the risks posed by sex offenders in the community.
- The commission of a thematic inspection of how cases are handled by the criminal justice system.
- The identification of models of best practice in supporting victims of sexual violence.

6.9 The implementation of the above initiatives will complement work already being taken forward to improve victim and witness experience of, and confidence in, the criminal justice process.

6.10 Following a period in which the focus had been on introducing new disposals to tackle serious and violent offending, the year saw a shift towards examining the potential for developing a range of alternatives to prosecution for offences at the other end of the spectrum. For a range of relatively minor offences - committed by people unlikely habitually to re-offend - traditional prosecution through the courts may not always be the most effective way of delivering a proportionate outcome. A consultation exercise on a range of alternatives concluded in July 2008 and elicited views on options including a new penalty notice fine regime, the introduction of prosecutorial fines and a system of conditional cautioning. A multi-agency working group is currently looking at the operational, technological and resource implications of the various options with a view to bringing forward legislative proposals in 2009/10.

6.11 The year also saw work continue on proposals for implementing the recommendation of the Criminal Justice Review on community-based restorative justice. By July 2008 15 schemes had attained accredited status under the Government Protocol and a package of funding for accredited schemes was announced by the Criminal Justice Minister. The package, jointly funded by criminal justice agencies and ‘The Atlantic Philanthropies’, a US charitable foundation, will provide a total of £600k to accredited schemes over three years to support the full implementation of the Protocol.

6.12 The fourth Criminal Justice System Northern Ireland (CJSNI) conference was held in November 2008. The theme of the conference was “Working Together for Public Protection”.

6.13 An update to *Criminal Justice in a Shared Future* was published to coincide with the conference and



Paul Goggins MP speaking at the CJSNI Stakeholder Conference.

highlighted recent developments and achievements across the criminal justice system.

6.14 The conference also incorporated the third annual CJSNI awards ceremony. The awards recognise significant achievements by individuals and groups; staff and volunteers; working either within the Criminal Justice System or alongside it in the voluntary and community sectors. This year, for the first time, the awards were extended to include a 'Community Awards Category' to recognise those members of the public who have made a positive contribution to making Northern Ireland a safer place through their work in the community. Nineteen awards, including community awards, were presented by the Minister, Paul Goggins MP. The awards attracted extensive local and national press coverage with the Daily Mirror running a special feature on community winners.

6.15 Work on the CJSNI Reflective Workforce Strategy continued. A position paper was developed describing the progress made by the CJSNI organisations and actions currently being taken by each organisation. It also contained a strong commitment by the Criminal Justice Board to continue delivering a Criminal Justice System in Northern Ireland that is reflective of the community it serves and which respects and values difference.

6.16 The Department has continued to provide secretariat support to the Criminal Justice Board which

involves senior representatives from the main criminal justice organisations and is chaired by the NIO's Director of Criminal Justice. A new Criminal Justice Issues Group was also established under the Chairmanship of Lord Justice Higgins involving representatives from the main criminal justice organisations, the Judiciary, Law Society, Bar Council and the voluntary and community sector. The Group met on three occasions during 2008/09.

6.17 Productive meetings continued to be held with counterparts in the Department of Justice, Equality and Law Reform in Ireland, in support of a programme of work set down by the NIO and DJELR Ministers. Project Advisory Groups, comprising senior managers within criminal justice agencies in both jurisdictions, continued to share best practice on the attainment of recognised international standards, highlighting the importance of cross-border co-operation in making both criminal justice systems work more effectively. For example, a memorandum of understanding between the PSNI and AGS to facilitate the effective exchange of information on sex offenders was signed on 29 September 2008 and a risk assessment and management model for sex and violent offenders has been agreed between the respective probation services for possible implementation across the two jurisdictions.

6.18 The NIO's Statistics and Research Branch continued to support the Department and customers across the criminal justice system through the

management of a series of research contracts on youth justice, cost of crime and offending behaviour. In addition, the Branch was heavily involved in support of the Victim and Witness Task Force's requirements for monitoring data to assess the effectiveness of services to victims. A wide range of research and statistical reports were published including: Digest of Information on the Northern Ireland Criminal Justice System; bulletins on adult and juvenile reconviction rates; and a series of bulletins on findings from the Northern Ireland Crime Survey relating to experience and perceptions of crime, including specific reports on abuse of drugs and experience of domestic violence.

6.19 The continuing overall aim of the designated Delay Action Team (DAT), comprising members of the Northern Ireland Court Service (NICtS), the Police Service of Northern Ireland (PSNI), the Public Prosecution Service (PPS), the Youth Justice Agency (YJA) and the NIO, is to remove *avoidable* and *unnecessary* delay in criminal case processing, where practicable; and to ensure justice is delivered in the most effective and efficient way.

6.20 Significant developments at the interface between police and prosecution and the courts aimed at speeding

and streamlining communications, transactions and processes continued. Examples during this year include the establishment of Court Service Case Progression Officers and counterparts in other agencies, who work together to ensure cases come to court as quickly as possible, and the extension of the piloting of an early first hearing initiative in the PPS Northern region. The benefits of collaborative working have been demonstrated through the reinforcement and enhancement of individual and collective commitment and accountability.

6.21 Furthermore, from 1 April 2008, a three-year process commenced with the aim of achieving agreed performance standards for case processing times in relation to the three court tiers, namely, the Crown, Magistrates' and Youth Courts, by March 2011. Performance in the first incremental stage (2008/09) can be found in Chapter 3, although it should be noted that the full year's statistics were not available at the time of publication. The performance standards, which comprise three of the five KPI targets contained in the Department's CSR07 Justice for All Public Service Agreement Outcome, will be kept under review to ensure they remain sufficiently challenging.



Tim Godwin, Acting Deputy Commissioner, Metropolitan Police with Minister for Justice Paul Goggins at the Criminal Justice Seminar "Engaging the Community".

6.22 Criminal Justice Week took place between 30 March and 3 April 2009 with the theme of “Engaging the Community”. BBC Newsline carried a nightly series called ‘Crime and Punishment’ which took an in-depth look at how the criminal justice system works. It covered a wide range of issues from victims of crime, monitoring offenders in the community, the role of the Public Prosecution Service, punishment and prison life, and the working of the court system. The main seminar of the week took place at Hillsborough Castle and was chaired by the Minister for Criminal Justice, Paul Goggins. The keynote speaker was Tim Godwin, Acting Deputy Commissioner of the Metropolitan Police Service, and the Attorney General, Baroness Scotland, delivered a pre-recorded speech to over 100 delegates from the statutory, voluntary and community sectors. Other events during the week included Court Open Days for school children at Antrim and Dungannon Court Houses and Community Awareness seminars held in Newry and Bangor by the Youth Justice Agency to name a few.

Northern Ireland Law Commission

6.23 The Northern Ireland Law Commission opened formally for business on 1 April 2008. Dr Venkat Iyer was appointed as a Commissioner in September 2008 and joined Mr Justice Morgan, Professor Sean Doran, Mr Neil Faris and Mr Bobby Hunniford to bring the Commission up to its complement. In fulfilment of its remit to keep the civil and criminal law of Northern Ireland under review it has embarked on a series of consultations prior to drawing up a first programme of work for approval by Ministers. The project for the reform of land law has made substantial progress and was the subject of the Commission’s first conference on 3 October 2008.

Criminal Justice Inspection Northern Ireland

6.24 The Department has maintained its oversight responsibilities for Criminal Justice Inspection Northern Ireland. More than 40 inspections and reviews have been completed since its creation in 2004 and recent inspections have covered areas as diverse as the management of sex offenders, roads policing, Royal Mail prosecutions in Northern Ireland and the operation and effectiveness of anti-social behaviour orders. Dr Michael Maguire was appointed as the new Chief Inspector of Criminal Justice on 1 September 2008, coinciding with the report of a ‘Light Touch’ Review of the work of the Inspectorate. The Review recommended that in future CJINI, while retaining its independence of inspection

and reporting, should ensure that its programme of work was more strategic, so as to inform more clearly policy development across the criminal justice system.



Paul Goggins MP with Dr Michael Maguire who was appointed as the Chief Inspector of Criminal Justice on 1 September 2008.

Criminal Justice Delivery

6.25 Ministers set an ambitious programme for implementation of the reforms to the sentencing framework contained in the Criminal Justice (Northern Ireland) Order 2008. In response the Department’s Criminal Justice Directorate established a multi-agency delivery programme in partnership with key criminal justice agencies and organisations.

6.26 This programme has driven forward the delivery of a number of critical sentencing reforms. These include:

- **Public Protection Sentences.** The new provisions give greater powers to the judiciary to manage dangerous offenders and to protect the public. Legislation was commenced on 15 May 2008 which introduced public protection sentencing to Northern Ireland for the first time. Indeterminate and extended sentences are now available to the courts, providing greater powers to deal with dangerous offenders. The new measures were received very positively by the public and by the media.
- **Electronic Monitoring.** Over the course of 2008/09 the programme has been working hard to ensure

that the systems, procedures and technology are in place to support the availability of electronic tagging in Northern Ireland. The development of the new processes and procedures was overseen by a multi-agency Project Board. G4S were awarded a contract to deliver an electronic monitoring service. From 1 April 2009 electronic tags have been available as a condition of bail granted by court, as a licence condition attached to a range of sentences, as a requirement of community sentences or a youth conference plan to which a youth conference order relates and supports the Government's wider public protection agenda.

- **Parole Commissioners.** In May 2008, the Parole Commissioners for Northern Ireland were created on the foundations of the Life Sentence Review Commission. The new commissioners will play a vital role in the new sentencing arrangements, reviewing dangerous prisoners before they are released.
- **Extending the Scope of Supervision.** Everyone who commits an offence from April 2009 and receives a sentence of more than twelve months is subject to license conditions on release from custody.

6.27 Underpinning all this work has been a strong partnership between the Department and the criminal justice organisations. The reforms described above represent the largest agenda for change in sentencing for a generation, and close working relationships between criminal justice delivery partners have been vital to the success of the programme.

6.28 At the time of writing the programme is on schedule and within budget.

6.29 Statutory public protection arrangements (PPANI) to provide for multi-agency management of the risk posed by sexual and violent offenders in Northern Ireland were implemented in October 2008. New legislation also came on stream to strengthen both penalties for breach of any court based orders and licence conditions underpinning the release of a serious sexual offender into the community. This means, for example, that serious offenders sentenced prior to implementation of the new sentencing proposals, and who therefore continue to be released at the half-way stage, could face public protection sentences for any subsequent breach of a Sexual Offences Prevention Order, or recall for the whole of the remaining part of a sentence if a sex offender licence is in place and has been breached.

6.30 The Department also considered developments proposed for England and Wales as a result of recommendations arising from the Home Office Child

Sex Offender Review Project and agreed to extend to Northern Ireland a number of legislative measures strengthening the sex offender notification requirements. Additionally, major legislation was implemented to reform the entire body of law on sexual offences in Northern Ireland and to update and modernise the law on kerb crawling and related issues following concerns being raised about prostitution in Belfast city centre.

Community Safety

6.31 A consultation document on a revised Community Safety Strategy – 'Together. Stronger. Safer.' – was launched for public consultation in October 2008. A revised strategy will be published during 2009/10.

6.32 The Department's Community Safety Unit (CSU) continued to support the local delivery of community safety through the 26 Community Safety Partnerships (CSPs). Local action plans were developed for the 2008/09 year and an investment of £2.03m was provided to roll-out of these plans, developed as a direct result of local consultation. The funding supported the delivery of over 300 local projects, many of which continue to be delivered in partnership with statutory agencies, community, voluntary and faith-based groups. Whilst local consultation and accountability is paramount CSPs have been directed to more closely align themselves with NIO priorities in delivering against our key targets. The vast majority of local projects now focus on reducing anti-social behaviour, violent crime and fear of crime. A further £4.15m has been allocated to CSPs for project delivery for the 2009/10 to 2010/11 period.

6.33 CSU has continued to support the development of Neighbourhood Watch across Northern Ireland in partnership with the PSNI and the Northern Ireland Policing Board. The milestone of the 400th accredited scheme was reached during 2008/09. The CSU has committed funds (in partnership with PSNI and OFMDFM) into a significant research project called 'Hate Crimes against Persons with a Disability' which will gather detailed information on the experiences and fears of hate crime amongst disabled adults. The Hate Incidents Practical Action pilot scheme (HIPA) was delivered in partnership with the PSNI and the NIHE. An evaluation of the pilot reported positive feedback from victims of hate crime and local delivery partners, and is seen as a successful means of delivering practical assistance to the victims of hate crime in Northern Ireland. CSU will continue to support the HIPA scheme in 09/10 in partnership with the PSNI and the NIHE.

6.34 CSU has also been involved in developing and supporting a number of projects to prevent and tackle anti-social behaviour including:

- The ‘Summer Splash’ scheme to divert young people away from anti-social behaviour during the summer and Halloween peak periods.
- The Clean Neighbourhood Programme to tackle environmental anti-social behaviour.

6.35 CSU has undertaken a number of initiatives to enhance support to victims of domestic violence. Examples include working in partnership to develop and introduce a new multi-media campaign aimed at perpetrators of domestic violence, and continued financial support for the 24 hour free phone domestic violence helpline. The Criminal Justice Minister, Paul Goggins, also announced in December 2008 a funding package of £350k for the capital refurbishment of the Naomi Centre in Ballymena to provide better support to more victims of domestic violence.

6.36 CSU continues to support drug arrest referral schemes in Belfast, Ballymena and Londonderry and other initiatives to tackle alcohol fuelled crime, such as ‘Get Home Safe’ and the development of an action plan on Alcohol and Young People. The Criminal Justice Minister announced in December 2008 the commencement of alcohol test purchasing powers as another tool to tackle the issue of young peoples’ access to alcohol.

6.37 CSU remained committed to maintaining the successful reductions in car crime and domestic burglary achieved during the SR2004 period. A number of multi-media campaigns continued to be implemented, including a theft from vehicles campaign ‘If They See It, They’ll Steal It’, a Bogus Caller campaign and a new campaign in partnership with PSNI and NI Policing Board – ‘Close it, Lock it, Check it’.

6.38 Voluntary organisations play a key role in Criminal Justice and CSU continued to provide core funding to those organisations working closest with victims of crime, offenders and those at risk of offending – Victim Support (NI), NSPCC, NIACRO and EXTERN.

Criminal Justice Services

6.39 During the year a number of legislative changes were made to the arrangements for criminal injury and criminal damage compensation. Following

consultation exercises the Northern Ireland Criminal Injuries Compensation Scheme 2009 and the Northern Ireland Criminal Damage Amendment Order 2009 were developed. The Criminal Injuries Compensation Scheme normalises compensation arrangements in Northern Ireland and bring them broadly into line with the Criminal Injuries Compensation Scheme (2008) in Great Britain. The new scheme became operational on 1 April 2009. The NI Criminal Damage Amendment Order 2009 introduced a new criterion for compensation claims in respect of criminal damage to include properties designated as “community halls”. A consultation exercise on the draft Criminal Damage Order 2009 was carried out between June and November 2008.

6.40 There was significant emphasis on cross-agency and cross-departmental work in relation to youth justice and children’s services, specifically the continued promotion of the Charter for Youth Justice, the establishment of the Joint Ministerial Priorities for Children, and the appointment of Children’s Champions within each NI department and the NIO. Following consultation, new rules were published for the operation of the Juvenile Justice Centre, and much work was undertaken in preparation for the UK’s examination by the UN Committee on the Rights of the Child.

6.41 In October new rules – Juvenile Justice Centre (Northern Ireland) Rules 2008 – were published. They have a strong child centred focus and reflect major change in the youth justice system, international guidance and best practice which has developed in relation to the management of children in custody.

6.42 The NIO’s Criminal Justice Directorate in conjunction with the Prison Service and the Probation Board has published for consultation a Strategy for the Management of Women Offenders. As part of this strategy and the broader development of the reducing offending initiative, a pilot women’s centre project has been developed in Belfast.

6.43 A cross-department Learning and Skills Forum has been established and an international literature review was commissioned and published.

6.44 The State Pathologist’s Department (SPD) has continued to carry out autopsies at the direction of the Coroners Service. It continues to undertake virtually all coroner’s autopsies in Northern Ireland and, as in previous years, has completed over 1500 cases during the reporting year, of which around 50 were considered suspicious.

6.45 The new Northern Ireland Regional Forensic Mortuary (NIRFM), a major construction project was completed and became operational in August 2008, and an official opening ceremony took place in March 2009. All post mortem examinations undertaken by SPD staff are now conducted at the new mortuary which replaced ageing mortuary facilities at Forster Green Hospital.

6.46 The Criminal Justice Directorate acts as the sponsor directorate for Forensic Science Northern Ireland and reports to the Minister on its progress against targets, following quarterly Ministerial Advisory Board meetings.

Probation Board for Northern Ireland

6.47 The Probation Board for Northern Ireland is an executive Non Departmental Public Body with a statutory responsibility under the Probation Board (NI) Order 1982 to provide: an adequate and efficient probation service; to carry out assessments and provide reports to courts to contribute to judicial decisions on sentencing; to supervise offenders in the community; and to provide a range of services to prisoners. In addition Probation Board for Northern Ireland funds organisations that provide hostels for offenders, community organisations, and both runs and funds community-based projects.

6.48 The Probation Board's aim is to help reduce crime and the harm that it does and it contributes towards the overarching Government strategy on criminal justice issues. Further information on the Probation Board for Northern Ireland can be found on their website: www.pbni.org.uk, or by contacting the Board's Headquarters, 80-90 North Street, Belfast, BT1 1LD.

Prisoner Ombudsman for Northern Ireland

6.49 The Prisoner Ombudsman is appointed by the Secretary of State for Northern Ireland and investigates complaints from prisoners held in Northern Ireland who remain unhappy with the answers they have received from the Northern Ireland Prison Service. The Ombudsman is independent of the Prison Service.

6.50 Since September 2005 the remit of the Prisoner Ombudsman has included the investigation of deaths in Prison Service Custody.

6.51 Mrs Pauline McCabe was appointed to the post of Prisoner Ombudsman on 1 September 2008 in succession to Mr. Brian Coulter.

6.52 Further information on the Prisoner Ombudsman for Northern Ireland can be found on their website www.niprisonerombudsman.gov.uk or by contacting the office at: 22nd Floor, Windsor House, Bedford Street, Belfast BT2 7FT.

Causeway

6.53 The Department is currently working towards the implementation of the Causeway Programme later this year. This is the most complex release and involves an intensive period of integrated testing and data migration engaging each of the Criminal Justice Organisations with the central Programme Team and Fujitsu for a period of months prior to 'go-live'.

Looking Forward

Criminal Justice Policy

6.54 The third year of the five year 'Bridging the Gap' strategy for victims and witnesses of crime will see a number of new initiatives taken forward. While the 2009/10 plan will not have been published prior to this report, proposals will include: the implementation of the guidance to facilitate practitioners in the use of special measures, the provision of therapy to victims and witnesses pre-trial and developing and improving methods of providing information and support for victims and witnesses of crime.

6.55 Work has already commenced on scoping a Victims Fund which would derive its revenue from a new surcharge on fines which are imposed on offenders and would be utilised to provide improved services for victims of crime. The surcharge mechanism would require legislation and it is envisaged that the proposals will be the subject of public consultation during 2009/10.

6.56 Informed by a targeted consultation last year, a programme of work will now be taken forward aimed at making provision for a range of alternatives to traditional court prosecution for first time or non-habitual offenders admitting the commission of low level criminal offences. These will encompass additional fines and a cautioning system enabling conditions to be imposed on offenders including making restitution to victims or undertaking appropriate rehabilitative step. Legislative proposals will be issued for further consultation.

6.57 Complementing this work, the Department will also be reviewing measures which might assist in promoting the use of disposals which act as an alternative to custody. This will target two key areas: examining existing non-custodial measures to explore opportunities for enhancement to the sentencing framework; and providing additional information about the effectiveness of non-custodial disposals.

6.58 The five year programme of work set out in the Regional Strategy on Sexual Violence and Abuse will continue to be implemented. Commitments will include implementation of agreed best practice recommendations from the Criminal Justice Inspectorate's cross-cutting inspection report on the way in which cases of sexual violence are handled by the criminal justice system. Other major strands will include the development of victim support measures to tackle the current high attrition rate in reported cases of rape and attempted rape, and supporting the effective development of the model for Northern Ireland's first Sexual Assault Referral Centre (scheduled to open on a new build site at Antrim Area Hospital in 2010).

6.59 A continuing challenge in 2009 will be to continue to increase public confidence in the fairness and effectiveness of the criminal justice system. A multi-agency approach to Criminal Justice Week, Criminal Justice Awards and to schools and other outreach events during the year will raise the profile of the criminal justice system and ensure that increasing confidence remains a high priority. A communications strategy is being prepared for the criminal justice system.

6.60 One of the key elements in the Delay Action Team's strategy for the year ahead will be the proposed reforms to the service of summonses. This work is being taken forward by a dedicated inter-agency group, comprising representatives of the Court Service, PPS and PSNI.

6.61 The year will also see a number of major legislative initiatives come to fruition. In April 2009 electronic tagging powers will be commenced as will the roll out of compulsory post-release supervision for prisoners who have received a sentence of 12 months or more. A number of other important powers from the 2008 Order to tackle anti-social behaviour will come into effect. New powers to seize nuisance vehicles, such as quad bikes or scooters which when "used in a manner causing alarm, distress or annoyance", will be fully operational. Powers will also be commenced to address problem drinking in public. Police and councils will have powers to designate areas within which the police

will be able to confiscate alcohol and prevent anti-social drinking.

6.62 Efforts will continue to increase awareness and enhance stakeholder engagement with the criminal justice system in advance of the devolution of policing and justice.

Criminal Justice Delivery

6.63 In 2009/10 the Department will focus on delivering the final phase of the Sentencing Reform Programme, including the establishment of a new offender recall unit. The uptake of electronic monitoring will be closely monitored to make an early assessment of its effectiveness.

6.64 The Programme team will monitor how the new sentencing provisions operate in practice and will take early and decisive action to deal with any problems or difficulties which may arise. Again, this work will take place on a multi-agency basis and will build on the strong partnerships already in place.

6.65 The Department will continue the development of its public protection agenda through the medium of the public protection arrangements Northern Ireland structure, by close working with the agencies involved, and review some of its structures and the statutory guidance. We will also seek to promote better public acceptance and understanding of the arrangements through a focus on communications.

6.66 Work will continue to rationalise and develop inter-jurisdictional cooperation on sex offender notification and information sharing arrangements.

Community Safety

6.67 During 2009/10 CSU aims to publish a revised community safety strategy which will shape community safety priorities for the next five years. Work will continue to address issues relating to crime and the fear of crime in consultation with voluntary organisations representing the interests of older people.

6.68 Tackling anti-social behaviour will continue to be a major focus for the Unit in 2009/10 with initiatives developed to tackle the problem at a local level and to co-ordinate activities among those agencies that are currently dealing with the issue. Work will continue to focus on diversion, as well as reducing environmental

anti-social behaviour and promoting feelings of safety. Evaluations of current projects will be considered and further programmes and policies developed in response to issues identified on the ground.

6.69 Local community safety projects will continue to be funded through CSPs. The implementation of the Review of Public Administration and the introduction of Community Planning at council level, are likely to have a major impact on the delivery of community safety. To this end CSU working with other parts of the Department will, on the basis of a targeted consultation exercise which commenced in March 2009, and with key external stakeholders develop plans to create integrated partnerships for the local delivery of community safety and policing by May 2011 and to more closely align the existing CSPs and DPPs in the interim.

6.70 Actions to address hate crime will continue to be developed including continuance of the Hate Incidents Practical Action Scheme (HIPA) that provides personal and home security measures to victims that have been attacked at or near their home because of their race, sexuality, political opinion, religion or disability. CSU will also be responding to emerging issues from the research into disability hate crime and will continue to progress the action plan arising out of the thematic inspection on hate crime carried out by Criminal Justice Inspection Northern Ireland.

6.71 CSU will continue to focus on tackling car crime and domestic burglary and will work to expand Drug Arrest Referral schemes to an additional location in NI and consider the potential to include alcohol related offenders in at least one of the current schemes.

6.72 The CSU will also continue to work on a range of other fronts including:

- The development of domestic homicide reviews in Northern Ireland.
- The roll-out of Multi-Agency Risk Assessment Conferencing arrangements for high-risk victims of domestic abuse.
- Ongoing support for the development of Neighbourhood Watch across Northern Ireland in partnership with the Northern Ireland Policing Board and PSNI.
- The development of measures to reduce business crime.
- Continued support for victims and witnesses of crime through the funding of Victim Support NI and the NSPCC Young Witness Service.

- Continued core funding of the voluntary organisations NIACRO and Extern.

Criminal Justice Services

6.73 The year ahead will see the Criminal Justice Board's Youth Justice Sub-group finalise and promote an Action Statement on Youth Justice Priorities which sets out agreed actions in three areas – early intervention, targeted effective practice and re-integration. Delivery on a number of these actions will be through the pilot Priority Offending Team being established as a joint venture between the Youth Justice Agency and PBNI.

6.74 Plans are well underway to appoint 16 additional part-time Parole Commissioners in 2009/10 to deal with the expected increase in caseload following on from the introduction of the new public protection sentences.

6.75 The Department will also be appointing a new Probation Board which will serve for three years commencing in December 2009.

6.76 The NIO's contribution to implementing aspects of the OFMDFM coordinated ten year Strategy for Children, the work of the NIO's Children's Champion and our role alongside DHSSPS in taking forward the Care Matters agenda, will also become increasingly important.

6.77 Work will continue on developing a reducing offending strategy for Northern Ireland and the Ministerial Group on Reducing Offending will be re-established post devolution of criminal justice. A full consultation process will be undertaken as part of the development of a cross-departmental strategy.

6.78 Substantial further work is in prospect to consider the future business opportunities and accommodation requirements of Forensic Science Northern Ireland.

Bibliography – Relevant Publications in 2008/09

- The Secretary of State's guidance on test purchase of alcohol in Northern Ireland January 2009.
- Criminal Justice in a Shared Future: Making Progress November 2008.

- Summary of responses - consultation on draft public protection arrangements Northern Ireland (PPANI) guidance
October 2008.
 - Public protection arrangements for Northern Ireland (PPANI) - guidance to agencies
October 2008.
 - Corporate Manslaughter and Corporate Homicide Act 2007: Progress towards Implementation of Custody Provisions (Report to Parliament)
July 2008.
 - The draft Criminal Justice (Northern Ireland) Order 2008
March 2008.
 - The draft Criminal Justice (Northern Ireland) Order 2008 - Explanatory Memorandum
March 2008.
 - The draft Criminal Justice (Northern Ireland) Order 2008 - Statement and Summary of Representations document
March 2008.
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CHAPTER 7

Central Services Directorate



Role and Task

7.1 To support the Northern Ireland Office in achieving its overall aim and objectives by providing human, financial, technical and physical resources of the right quality.

Aim

7.2 Central Services Directorate has the strategic aim of providing high quality customer focused services to enable the Northern Ireland Office to undertake its business and achieve its objectives. Through delivery of these services the Directorate supports and facilitates all aspects of the NIO's business.

Objectives

7.3 The Directorate's objective is to support the operation of the Department through:

- Delivering high quality personnel, financial, central management, information technology, accommodation and logistical services to customers.
- Securing, managing effectively and accounting for the financial and other resources made available to the Directorate.
- Ensuring that the Directorate is well led and managed and that it fulfils its responsibilities to its people effectively.
- Striving for continuous improvement in the corporate services which the Directorate provides for the NIO and in its working methods, systems and procedures.

Personnel Services Division

Looking Back over 2008/09

7.4 Personnel Services Division (PSD) provided personnel services and support for all business areas. In November the pay service was taken on by HRConnect, the new provider of transactional HR services for the NICS and NIO. Appendix E provides key data on:

- Administration costs of the Department.
- Staff numbers.

- Senior Civil Service staff showing the numbers paid in various salary bands from April 2008 to March 2009.

The highlights in 2008/09 were:

HR Connect

7.5 The Division successfully completed the transfer of payroll services and other HR services to HR Connect, through working in partnership with the Department of Finance and Personnel, Fujitsu and Capita. The Division also introduced business partnering arrangements to provide strategic HR support to Directorates.

Devolution

7.6 Working in partnership with the Ministry of Justice, the Department of Finance and Personnel, the Northern Ireland Court Service and in consultation with the Trade Union Side, PSD prepared the arrangements for devolution in respect of the terms and conditions of staff in both the future NIO and the future Department of Justice. It also developed and began the delivery of a programme of training to prepare staff for working in a devolved department.

Diversity

7.7 The Departmental Board approved a new Diversity Delivery Plan 2008-10. The Plan sets out a series of actions to improve representation of minority groups within the Department and describes a range of awareness and measurement activities to ensure delivery of equality and diversity best practice. The Plan received positive feedback from the Cabinet Office Diversity Delivery Board.

7.8 Board level Diversity Champions were appointed for each of the diversity networks.

NIO Skills Strategy

7.9 The Departmental Board agreed the NIO Skills Strategy. This was subsequently reviewed through Government Skills to assess the Department's readiness for delivery. The strategy received a positive assessment.

Recruitment

7.10 The NIO is made up of staff from two civil service groups – the Northern Ireland Civil Service (NICS) and the Home Civil Service (HCS). Recruitment is solely on merit on the basis of fair and open competition. NICS

staff are recruited through the Department of Finance and Personnel in line with the Northern Ireland Civil Service Commissioners' Recruitment Code guidelines. In relation to the recruitment of HCS staff, the Department follows the guidance set out in the fifth edition of the GB Civil Service Commissioners' Recruitment Code last updated in May 2006. In October 2007 responsibility for the administration of all external recruitment transferred to HRConnect.

7.11 During 2008 the NIO recruited a total of 80 civil servants to posts in Belfast and London. Breakdowns of the grades and gender of staff recruited are in the charts below.

Chart 7.1 - Recruitment by Grade

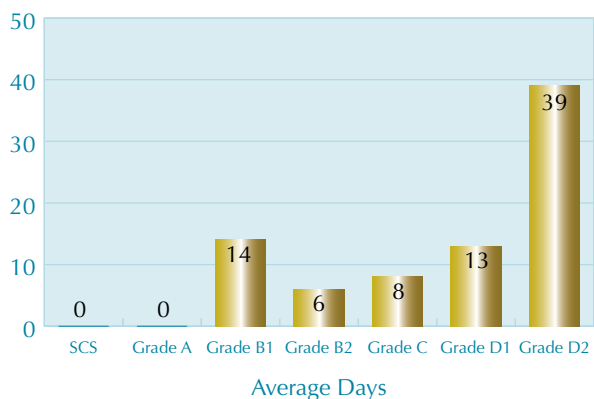
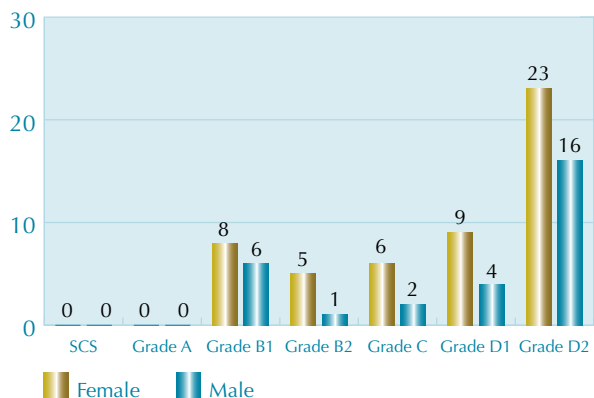


Chart 7.2 - Recruitment by Gender



Pay and Workforce Planning

7.12 The Department agreed a multi-year pay settlement with the trade unions covering the period from 1 August 2006 to 31 July 2009 which resulted in a substantial reduction in the number of existing pay scales and overlapping pay bands, faster progression for lower paid staff, and equalisation of annual leave

entitlements, taking account of equal pay and age legislation considerations. The restructuring of pay scales also allowed the Department to improve transparency and reduce the costs of progression year on year.

7.13 In addition to the rigour provided through the Gershon Efficiency exercise, the NIO's Departmental Board agreed to a set of headcount control mechanisms including headcount control totals for the CSR07 period, ring-fenced staff costs budgets and additional provisions in the financial memoranda of agencies and management statements of NDPBs requiring sponsoring director approval for new posts. These measures are supported by business partnering arrangements between HR and directorates. More generally, the business partnering arrangements facilitate improved workforce planning, succession planning and talent management, and help create a better alignment between business planning and the deployment of people.

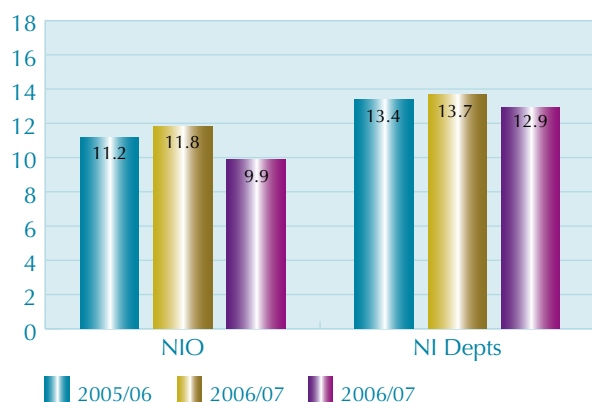
Managing Attendance

7.14 The NIO's absence target for 2007/08 was no more than 9.4 days absence per person per staff year. The Department achieved an average rate of 9.9 days. The target for 2008/09 was 8.5 days. The out-turn against the 2008/09 target is expected before the end of June 2009.

7.15 There are a range of policies and procedures in place, which reflect best practice in both the public and private sector to ensure that staff are afforded every opportunity of getting back to good health and into the workplace as soon as possible. Welfare support is available to all staff. The consideration of inefficiency warnings is a centralised function and PSD works closely with staff and line managers.

7.16 The Departmental Board receives regular reports on performance against the annual sickness absence target and PSD keeps business areas up to date with performance in their areas.

7.17 In support of the Department's absence management policy, PSD delivered 11 well-being events to provide staff with the opportunity to receive advice on health issues. The clinics received positive feedback from staff. The Board is committed to the delivery of further events to support the health and well-being of people in the Department and has endorsed a new approach for 2009/10 which will see well-being events delivered at Divisional level.

Chart 7.3 - Absence per Staff Year

Equal Opportunities and Diversity

7.18 The NIO's policy is to provide equal opportunity for employment and advancement on the basis of ability, qualifications and aptitude for the work. The Department aims to foster a culture which encourages every member of staff to develop to his or her full potential and seeks to create a working environment where the diversity of staff is valued, respected and utilised to improve performance.

7.19 The Department launched its third NIO diversity delivery plan during the year supporting the commitment of "Promoting Equality and Valuing Diversity". The plan describes the Department's vision and strategy to address under-representation of women, ethnic minority and disabled people within the workforce. It sets out affirmative action measures and identifies responsibility for delivery/achievement. The Plan contains both GB and NI features and the context for delivering the plan is that of preparing for devolution of policing and justice when this is requested by the Northern Ireland Assembly.

Business Improvement

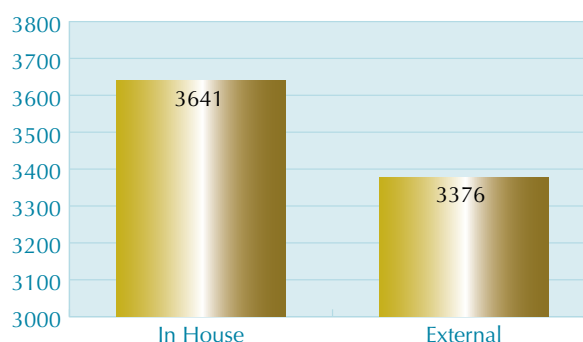
7.20 The Business Improvement Team (BIT) is responsible for developing and supporting the implementation of the NIO Skills Strategy. The strategy sets out the NIO's approach to staff development aligned with the Professional Skills for Government agenda. BIT also provides organisational development services to Directorates.

7.21 BIT works in partnership with the Business in the Community forum to support organisational development through volunteer challenges. This work underpins the Department's commitment to Corporate Social Responsibility (see Chapter 3 for more details).

7.22 The team is also responsible for the design and delivery of development programmes ranging from the NIO's Apprenticeship Scheme to improve basic skills, through to the leadership programme for first line managers through to senior staff.

Learning and Development

7.23 During 2008/09, a total of 7,017 training days were delivered, of which 3,641 were in-house.

Chart 7.4 – Learning and Development Days 2008/09

Further Education

7.24 BIT continues to manage the Further Education and External Training Scheme. During 2008/09, 14 staff were funded at a cost of £13,690.

Key Developments

- The continued implementation of a high level programme to develop leadership capacity within middle management grades across the Department.
- Continued development of leadership capacity for senior management through executive coaching, action learning sets and tailored training events.
- Development of a range of programmes to address PSG skill requirements for all grades fully accredited with the Institute of Leadership and Management.
- Delivery of a series of Leadership Master classes with eminent guest speakers from both private and public sectors.
- The continued implementation of the Professional Skills for Government agenda at SCS and Grade A level.
- Initiatives and events to promote diversity in the Department and to raise awareness of the importance of staff networks.

Looking Forward

7.25 PSD has a challenging agenda for the forthcoming year, with further HR services due to transfer to HRConnect, and ongoing preparations for devolution. PSD's focus will continue to shift from transactional HR services to more strategic support for business units. Absence management, optimising performance, succession planning and headcount controls will be discussed regularly with Directorates. The diversity agenda remains a top priority for the Department and PSD will provide ongoing support. Developing staff will be an ongoing concern, incorporating the provision of apprenticeship opportunities for staff in essential skills.

Financial Services Division

Looking Back over 2008/09

7.26 Financial Services Division (FSD) has continued to acquire, account for and support the Departmental Board in managing and deploying the NIO's financial resources.

7.27 A key part of the Division's work has been to provide relevant, accurate and strategic financial information to the Finance Committee, the Departmental Board and to Ministers to assist decision-making, which in turn enhances the ability of the Department to meet its service delivery objectives.

7.28 Highlights during 2008/09 included:

- Successfully managing the first year of the Department's 2007 Comprehensive Spending Review allocation.
- FSD continued to work in close partnership with the Northern Ireland Audit Office and was successful in achieving the "faster closing" timetable, with both the 2007/08 Resource Accounts and Whole of Government Accounts being completed without qualification and within deadlines set by HM Treasury.
- As part of the NIO's Shared Services Programme, work continued during 2008 to scope plans for financial shared services across the Department; and
- The Division also continued to support greater financial awareness across the Department via the Group Finance Forum which encourages the sharing of best practice in finance matters and provides a knowledge-sharing environment for the wider NIO finance family.

7.29 The Division is structured into two teams to deliver its services:

Financial Planning and Control: dealing with the overall management of finances in the Department in both a supporting and a corporate role; providing advice and guidance on business cases; dealing with issues of propriety, precedent and approval for specific spending projects; and supporting the Department in identifying, analysing and reporting against CSR07 value for money targets.

Finance, Policy, Accounts and Payments: dealing with the overall management of the consolidated Resource Account (incorporating the core Department and its agencies) and the Whole of Government Accounts (incorporating NDPBs), processing departmental payments including implementing the government directive to pay suppliers within 10 days and developing corporate governance policies.

Looking Forward

7.30 A number of initiatives and challenges face the Division in the coming year. These include:

- Continuing to provide relevant, accurate and strategic financial information to the Finance Committee, the Departmental Board and Ministers to assist decision making and ultimately departmental service delivery.
- Continuing to develop plans in relation to the financial aspects of the devolution of policing and justice.
- Preparing for the introduction of international financial reporting standards (IFRS) within departmental Resource Accounts.
- Progressing the implementation of financial shared services.
- Continuing to develop more efficient ways of processing invoices and travel and subsistence claims to improve prompt payment statistics.

Information Systems Division

Looking Back over 2008/09

7.31 Information Systems Division (ISD) continued to support the Department through the provision of effective, secure and reliable:

- Information and Communication Technologies (ICT).
- Records and Information Management.
- IT Security and Data Handling.
- Programme and Project Management support services.

7.32 The major ICT support activities were split between the operation and support of the OASIS3 network and Key Line of Business systems that run on it, including critical agency systems and the Department's Electronic Document Record Management (EDRM) system, associated supplier support contracts and the Intranet. The year also saw work continuing on the implementation of the NIO IS/ICT strategies, taking forward convergence of ICT service provision through rationalisation and a shared service approach; this approach will bring the Department and its four agencies together on a single common network for the first time and will assist in enabling further IT rationalisation and improved data security management.

7.33 A big issue over the past year was how the Department securely handled data and information. Improvement was addressed by an Information and Data Handling Change Programme which culminated in an NIO security conference that attracted over 200 delegates. Both of these initiatives were led by ISD's Programme and Project Management Team and by its Records and Information Management Branch and resulted in significantly increased levels of awareness and availability of policy, standards and effective information and data handling management procedures for all staff across the NIO family.

7.34 In addition, Records and Information Management Branch continued to manage the Department's file release processes under the 30 year rule and to provide support for the Department's Local

Information Managers and Corporate File Plan structure – now in excess of 1.7 million records - as well as ensuring the Department complied with its FOI/DPA obligations.

7.35 Against the backdrop of providing its normal services, the Division continued to work on preparations for the devolution of justice and policing, using additional time to improve and refine planned ICT structures and Information systems.

7.36 The Division was successful in exceeding all its service level targets set for 2008 in line with customer requirements and IS/ICT strategies. Other specific highlights were:

- Providing an efficient service desk for all ISD customers, processing over 70 calls a day and over 21,000 calls in the year (see Chart 7.5), with over 70% of calls closed on the same day.
- 90% and above of customer feedback was "very satisfied" (see Chart 7.6).
- Adding over 200 new accounts to the OASIS network which now supports 3,925 accounts, and 2,603 PCs.
- Extending OASIS network service including to Forensic Science NI, AccessNI and two Youth Justice Agency regional offices and twenty local offices.
- Handling over 2 million emails including the removal of over 25,000 viruses and deflection of over 280,000 spam messages.
- Ensuring critical connectivity to all OASIS sites for HRConnect.
- Continued security accreditation for the OASIS network and hosted systems meeting the standard for connection to the Government Secure Internet (XGSI).
- Successful operation of OASIS User Group, completion of Heads of Division survey and new Service Level Agreements established (see Table 7.1).

Chart 7.5 – Service Desk Calls by Month During 2008

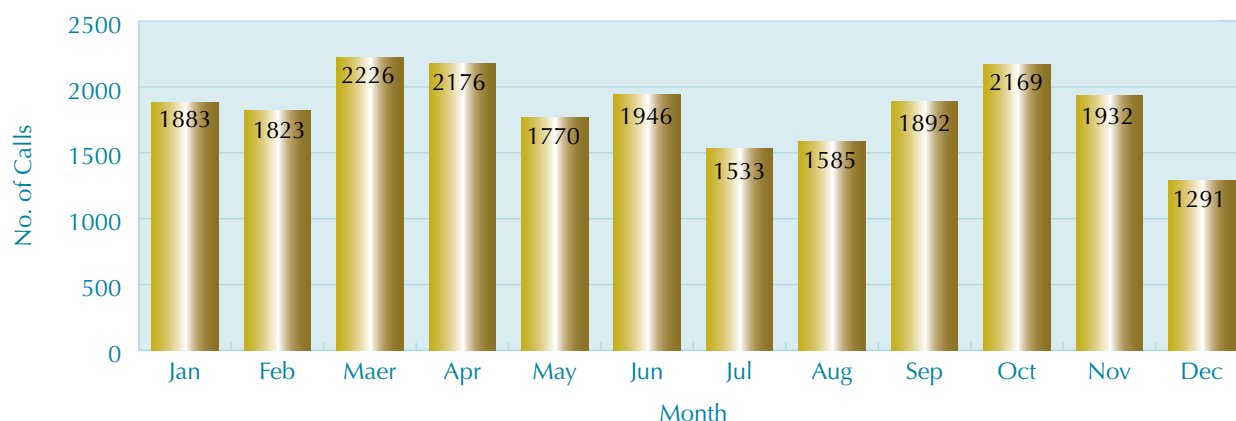
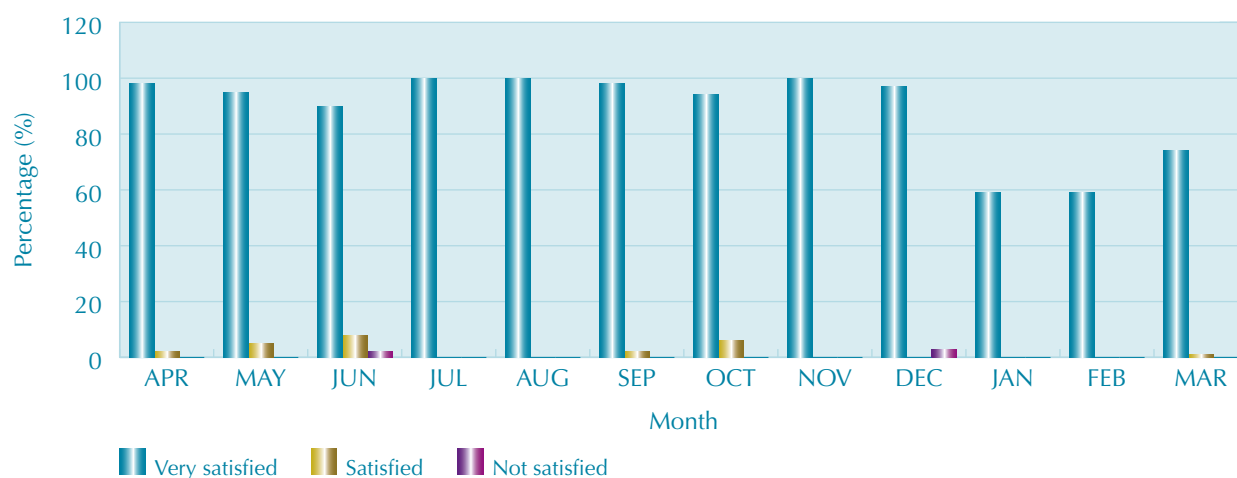


Chart 7.6 – Service Desk Customer Feedback by Month 2008**Table 7.1 – Service Level Agreements (SLAs)**

Organisation Supported (SLAs)	Customer Numbers	SLA Status	Incident/Help Call Management (Target 90%)	Availability (Target 99.6)
NIO core	1,196	Updating with User Group for 2009/2010	96.2%	99.84
NIPS	1,109	Operational 2008/2009	93.7%	99.84
Compensation Agency	111	Operational 2008/2009	93.8%	99.84
Youth Justice Agency	120	Agreed January 2009	95.5%	99.84
AccessNI	67	Operational 2008/2009	97.4%	99.84
FSNI	7	New version TBA March 2009	100%	99.84

- Management of the Corporate File Plan and underlying EDRM system, currently standing at 1.7 million records and growing at a rate of 20,000 records per month.
- Monitoring and process support for 229 Freedom of Information and Data Protection Act cases including 17 internal reviews and 5 Information Commissioner's Office appeals.
- 450 historical files released to the National Archives and around 2,000 other files reviewed under the 30 year rule.
- Technical support for the Intranet (NIONet) which receives an average of 6,500 visitors per month, making 150,000 visits and viewing over 250,000 pages. In addition the site was completely updated and restructured.
- The launch and refresh of over 20 departmental security standards.
- The design and publication of a desk-aid on allocating and managing protectively marked information/data for all staff.
- Increasing awareness through the design and provision of posters, stickers, mousemats, pens and training intervention material to all business areas.
- The Departmental Publication Scheme (on the NIO website) was completely revamped and expanded, to very tight deadlines, to meet a mandatory requirement from the Information Commissioner.
- IS Division provided assistance to the Electoral Office in Northern Ireland on a major Official Journal of the European Union procurement exercise to refresh their critical office systems.
- New websites were developed for AccessNI, the Boundary Commission and the Bill of Rights Forum. Between January and December 2008, these websites attracted a substantial number of visitors and were key supports to public communication and interaction (see Table 7.2).

Table 7.2 – Performance Metrics for New Websites Constructed by ISD

Web Site	Visitors	Visits	Hits
AccessNI	48,047	93,966	1,363,595
Boundary Commission	7,364	11,758	82,457
Bill of Rights Forum	10,622	19,086	184,219
1 April 2008 – 31 March 2009			

- Thirteen independent peer reviews have been carried out on NIO projects and programmes and the NIO has contributed to three peer reviews on projects in departments based in England and Scotland.
- The programme and project management work has increased the number of (OGC) accredited Gateway reviewers in the NIO promoting best practice and good governance. The NIO now has two high risk and four medium risk reviewers in addition to more than 70 low risk reviewers.

Looking Forward

7.37 The Division's priorities for 2009/10 are to:

- Maintain high levels of ICT and information management services to the Department that meet support targets and legal obligations.
- Implement further a rationalisation and shared services approach to ICT services and systems within the Department, other criminal justice organisations and other bodies in line with the NIO IS/ICT Strategy.
- Ensure that the Department's IT infrastructure, application systems (including internet and intranet) and information management and corporate file plan are best prepared for devolution.
- Exploit the NIO's ICT infrastructure to enhance efficiency and complete the extension of OASIS to FSNI.
- Complete the review of old legacy applications and systems to consider their security, effectiveness, efficiency and future development.
- Provide assistance to the Compensation Agency for the upgrade/replacement of their corporate systems.
- Continue to improve IT security and data handling procedures and awareness.
- Upgrade the service desk so as to provide an improved IT service management facility to the organisation.
- Consolidate NIO and associated websites in agreement with business owners.

- Improve operational effectiveness and reduce the ICT carbon footprint by use of new technologies.
- Develop systems to meet new business needs.
- Align services and practices of the Programme and Project Management Centre (PPMC) with the NICS Centre of Excellence in preparation for devolution.

Office Services Division

Looking Back Over 2008/09

7.38 Office Services Division was restructured in 2008/09 in preparation for devolution. The new arrangements will ensure that resources, manpower and services are appropriately aligned to deliver the future business needs of the organisation. As part of these arrangements the management responsibility for Stormont House and Hillsborough Castle and related services, was transferred to Inquiries Coordination and Services Division.

7.39 In terms of accommodation, work was undertaken to redecorate Stormont House and Annexe and to modernise the mechanical and electrical services in the building.

7.40 The Department's health and safety policy was revised and reissued to staff in the summer of 2008. In addition new arrangements were established to strengthen the management and control of health and safety in the Department's arms length bodies.

7.41 Housing, transport, travel and procurement services continued to be provided by the Office Services team with a strong focus on quality and value for money. The Division sought to ensure continuous improvements in the Department's sustainable development performance.

Looking Forward

7.42 Looking forward to the year ahead the key challenges will be:

- The reconfiguration of accommodation to ensure that staff and services are appropriately housed in preparation for the devolution of policing and justice.
- Responding to changes in WP2010 and setting in train a process to develop an accommodation strategy to address the medium to long term accommodation needs of the Department.

- Maintaining momentum in sustainable development performance.

Procurement

Looking Back over 2008/09

7.43 The Procurement Unit continued to provide to the NIO, its agencies, NDPBs and the PSNI a professional procurement service committed to continuous improvement and the achievement of value for money.

7.44 The Unit was responsible for establishing effective contracts for the procurement of goods and services and providing advice/guidance and support to its customers to enable them to achieve value for money improvements in this area. It established a number of collaborative procurements with other bodies which contributed towards the achievement of major efficiency savings. Performance monitoring meetings were held with key suppliers. The purpose of these meetings was to provide a forum for both customers and suppliers to review contract performance through the assessment of delivery, quality, risks and opportunities, efficiencies and continuous improvement.

7.45 During the period the Unit had six staff undertaking courses which will lead to membership of the Chartered Institute of Purchasing and Supply (CIPS). The Unit continued to explore opportunities for collaboration with other public sector bodies and strived to achieve savings in excess of the 3% savings target set by HM Treasury.

7.46 Listed below are some of the major contracts awarded or in progress for award during 2008/09:

- PSNI Catering Services.
- PSNI Underwater Search Unit.
- PSNI Professional Services Framework.
- PSNI Advertising Services.
- PSNI Student Officer Training Programme.
- PSNI supply and maintenance of file storage systems.
- Provision of an Internal Audit Service.
- Implementation of Electronic Monitoring.
- Programme Management Services for Magilligan Prison.

7.47 Regular procurement review meetings were held with all major spending departments within the PSNI. These meetings enabled monitoring of contract

performance and planning for future procurements within each department. Awareness training in procurement procedures was ongoing with over 350 personnel provided with training in their application. Contract management awareness training was also underway with over 60 personnel provided with this training.

7.48 The Northern Ireland Office Procurement Unit formally merged with the Central Procurement Directorate, Department of Finance and Personnel NI on 3 November 2008. All services previously provided by the Procurement Unit on behalf of the Northern Ireland Office, its Agencies, Non Departmental Public Bodies and independent statutory bodies and tribunals now continue under the auspices of the DFPNI Central Procurement Directorate.

Central Management

Looking Back Over 2008/09

7.49 Central Management Unit (CMU) continued to provide a support and co-ordination function to the Department as a whole. Some of the Unit's main areas of activity during the year included:

- Business planning and risk management, together with reporting on PSA delivery.
- Provision of a secretariat function to the Departmental Board and senior management committees.
- Support for the Department in meeting its statutory equality and good relations duties under Section 75 (2) of the Northern Ireland Act 1998.
- Production of the NIO's annual Departmental Report and Autumn Performance Report.
- A co-ordination function for responding to central government initiatives and consultations.

7.50 During 2008/09 the Unit arranged responses to a series of questions raised by the Northern Ireland Affairs Committee in relation to the NIO's 2008 Autumn Performance Report and Departmental Report.

7.51 The 2007 Comprehensive Spending Review (CSR07) set out a framework for top level performance management and delivery across government. As part of this process, CMU continued to be involved in discussions with HM Treasury aimed at developing a reporting framework for the Department's new PSA outcomes and Departmental Strategic Objectives. In conjunction with Treasury, the Unit carried out its first self-assessment of progress with its CSR07 targets.

7.52 CMU provided an annual progress report to the Equality Commission. This year's report outlined progress made in mainstreaming and fulfilling the NIO's Section 75 statutory equality duties, and highlighted the key developments and the range of diverse range of initiatives planned in 2009 within the core NIO and some of its Agencies to further promote equality of opportunity and good relations including implementation of the Diversity Delivery Plan and enhanced Section 75 equity monitoring.

7.53 The NIO continued to be represented by the Unit on a number of inter/intra-departmental groups which worked with the voluntary and community sectors to consider improvements to services and needs for Section 75 groups.

Looking Forward

7.54 During 2009/10 CMU will continue to work with Treasury on the CSR07 Departmental Strategic Objectives and PSA outcomes to ensure they remain on track.

7.55 Through participation on a range of inter-departmental committees such as the Equality and Social Needs Steering Group, the Criminal Justice Equality Network and the NICS Equality Practitioners Group, CMU will continue to assist in the development of a good relations strategy and a gender equality strategy for Northern Ireland. The Unit will be responsible for the coordination of new action plans associated with these strategies and for reviewing progress of ongoing action plans.

Internal Audit

Looking Back over 2008/09

7.56 The Internal Audit Unit continued to provide an internal audit service to the NIO and to each of its four agencies; the Northern Ireland Prison Service, the Compensation Agency, Forensic Science Northern Ireland and the Youth Justice Agency, and also to the Public Prosecution Service.

7.57 Risk based audit programmes are devised for each of the bodies geared to facilitating the provision of an annual assurance statement to their respective accounting officers on internal control, corporate governance and risk management. Each of the programmes is agreed with the relevant audit committee

and approved by the appropriate accounting officer and amended, in year, where necessary. Work carried out by the Unit is subject to quality assurance with the Head of Internal Audit carrying ultimate responsibility for the quality of the work done. The assurances provided by Internal Audit are one part of the evidence which the audit committees and accounting officers use in signing off the Statements on Internal Control.

7.58 The unit was subject to an external quality assessment review carried out by public sector auditors from Great Britain, under the auspices of HM Treasury, using the HM Treasury External Quality Assurance template. The review concluded that the Internal Audit function was "conducted in a very professional manner and in substantial compliance with Government Internal Audit Standards". The reviewers provided a number of recommendations for the further development of the unit and an action plan was developed to implement them. By the end of the year a significant number had been brought into effect.

Looking Forward

7.59 Careful management of the implementation of those recommendations from the external review which remain outstanding will be essential to ensure that it takes place without detriment to the on-going programme of work.

Civil Service Commissioners for Northern Ireland

7.60 The Northern Ireland Civil Service Commissioners derive their responsibilities and authority from prerogative orders in council made by the Secretary of State. The Civil Service Commissioners (NI) Order 1999 gave the Commissioners specific responsibility for maintaining the merit principle, i.e. that selection for appointment to posts in the NICS should be on the basis of merit in fair and open competition.

7.61 The Commissioners' other responsibilities are to:

- Publish and maintain a recruitment code setting out the essential principles and procedures on which recruitment to the NICS must be based.
- Approve certain exceptions to the recruitment principle of selection on merit on the basis of fair and open competition.

- Audit recruitment policies and practices followed by departments and agencies in making appointments to the NICS.
- Require departments and agencies to publish information about their recruitment activity.

7.62 Under the Order the Commissioners may also consider and determine appeals made to them under the Northern Ireland Civil Service Code of Ethics. The Commissioners are an independent statutory regulatory body and therefore they have no operational responsibility for recruitment to the NICS. Their work is funded and supported by the Northern Ireland Office. Further information on the Commissioners and their responsibilities, including their annual report, can be accessed via their website www.nicscommissioners.org

CHAPTER 8

Northern Ireland Information Service



Role and Task

8.1 To present and explain Government policy in Northern Ireland by communicating the objectives of the Northern Ireland Office in a positive, timely, impartial and professional manner.

Aims and Objectives

8.2 To serve the public by communicating Government policy on Northern Ireland through:

- 24-hour cover from a dedicated press office.
- Answering telephone enquiries from the media and public.
- Responding to e-mail enquiries received via the NIO website.
- Briefings for local, national and international journalists.
- Facilitating media at events organised by the NIO.
- Developing media handling strategies and information campaigns promoting Government policy.
- Media handling for Royal and VIP visits.
- Event management.
- Promoting the successes in high priority areas of work including the Organised Crime Task Force.
- Managing and updating the NIO website.

8.3 To serve the Secretary of State, Minister and officials in the development and communication of policy through:

- Advising on the presentational aspects of policy.
- Media monitoring and analysis, including an online daily newspaper cutting service and regional newspaper cutting service.
- Strategic forward planning and co-ordination.
- Rebuttal of inaccurate/misleading media reports.
- Provision of electronic briefings.
- Internal communication
- Drafting press releases and speeches.
- Support for Ministers in Parliament.
- Liaison with the Prime Minister's office and relevant Whitehall departments.
- Liaison with Foreign and Commonwealth Office posts in the USA, Republic of Ireland and elsewhere.
- Liaison with the Executive Information Service, Police Service of Northern Ireland, Northern Ireland Policing Board, Electoral Office, Office of the Police

Ombudsman for Northern Ireland, the Northern Ireland Prison Service and other relevant press offices.

- Dedicated support for officials in key policy areas.
- Facilitation of media training.
- Advice on design, presentation and marketing of NIO publications.

Looking back over 2008/09

8.4 During 2008/09 Northern Ireland Information Service (NIIS) played an important role in the delivery of the NIO's Departmental objectives, by providing a fast, efficient and effective information service to the Secretary of State and his Ministerial colleague. It continued to provide 24 hour media handling advice and guidance to Ministers and senior officials and maintained its ability to provide a rapid and comprehensive media monitoring service of both print and broadcast media.



The Northern Ireland Information Service's media monitoring facility.

8.5 The Information Service maintained dedicated press officer support in policy areas and provided ongoing presentational advice to officials. It continued to promote the Government's key messages, including the commitment to the devolution of policing and justice, measures aimed at further enhancing confidence in the police and criminal justice system along with the successes and achievements of the Organised Crime Task Force. Communicating to the people of Northern Ireland the numerous measures contained within the Criminal Justice Order and the Sexual Offences (Northern Ireland) Order was another huge challenge over the past 12 months.

8.6 NIIS staff also put in place the media arrangements for a number of high profile visits by VIP visitors to Northern Ireland over this period.

8.7 NIIS management promotes a culture of continuous improvement and encourages regular engagement and feedback from staff in order to consider new ideas and fresh approaches to how the Service operates. At all times NIIS strives to achieve its objectives efficiently and effectively. In addition, NIIS recognises the importance of building and maintaining effective working relationships with key partners. In the past year it has continued to develop its network of contacts with key stakeholders, including colleagues in the Executive Information Service, the Police Service of Northern Ireland, the Northern Ireland Policing Board, the Organised Crime Taskforce, the Northern Ireland Prison Service and other agencies within the Criminal Justice family.

Looking Forward

8.8 In the year ahead NIIS will continue to strive to provide Ministers and other stakeholders with the best possible service, to assist in the delivery of the NIO's objectives. In relation to the planned devolution of policing and justice, NIIS is playing a full role in the Department's preparations.

8.9 The skills demanded of NIIS as professional communicators continue to be in demand and the Information Service will continue to provide a 24 hour service of advice, support and media monitoring to Ministers and officials. Maintaining and developing its professionalism is crucial if NIIS is to retain the confidence of its various customers. These include the Executive Information Service, the Police Service of Northern Ireland, the Northern Ireland Policing Board, the Organised Crime Taskforce, the Northern Ireland Prison Service and agencies within the Criminal Justice family. NIIS recognises the importance of building and maintaining effective working relationships with all these stakeholders and will continue to strengthen all aspects of partnership working and develop its network of contacts throughout the year.

CHAPTER 9

Northern Ireland Prison Service



Role and Task

9.1 As part of the Public Service Agreement, the Prison Service contributes to PSA Outcome 2: Make Communities Safer – “tackling crime, reducing re-offending and increasing public confidence in policing to increase public perception of safety”.

Aim

9.2 The Prison Service, through its staff, serves the community by keeping in secure, safe and humane custody those committed by the courts; by working with prisoners and other organisations seeks to reduce the risk of re-offending; and in so doing aims to protect the public and to contribute to peace and stability in Northern Ireland.

Objectives

9.3 Three strategic objectives provide the focus for the work of the Service in protecting the public on behalf of the Northern Ireland community:

- To maintain and deliver a proportionate level of security for all those in its custody, whether in a prison establishment, at court or elsewhere; preventing escapes by taking measures which involve the use of the appropriate degree of security, while treating prisoners with humanity and dignity and recognising their human rights.
- To provide a safe living and working environment, which is as far as possible free from disturbance, threat and intimidation encouraging good relations and respect between all involved in the prison system; and to promote improvements in healthcare, especially in regard to the mental health of prisoners.
- To assist family re-integration and reduce re-offending by providing prisoners with relevant skills, activities, services and resettlement programmes in partnership with other criminal justice organisations, the Probation Board and an increasing range of external agencies in both the statutory and voluntary sectors and the business community. These include education, training, work experience, sport and recreation and programmes specifically targeted at addressing behaviour and reducing the risk of serious harm and re-offending to help prepare prisoners for their return to the community.

9.4 In support of these objectives the Service seeks:

- To achieve the commitment of a motivated and competent workforce in carrying out its work. The Prison Service aims to have the correct number of staff on duty and deployed efficiently and to value its staff and develop their potential to equip them with the right skills to carry out their work effectively; implement its human resource and diversity strategy thereby providing diversity and equality of opportunity and combating any form of discrimination. The Prison Service will support staff as they respond to organisational change flowing from the Service’s strategic development and offer development programmes to enable them to meet the challenges. It aims to maximise staff attendance, promoting and supporting staff welfare, health and morale and to have positive employee relations.
- To use effectively, efficiently and economically the resources allocated to it. The Service will continue to improve practice in the areas of financial management, accountability and corporate governance and aim to improve value for money and reduce the cost per prisoner place. The Service will aim to improve business performance and awareness of costs and outputs by internal and external benchmarking, develop the Prison Service estate in line with business and strategic need and continue to rationalise and use IT in support of business gains.

Looking Back over 2008/09

9.5 On 1 April 2008 Prisons’ Minister Paul Goggins and Michael McGimpsey, Minister of Health, Social Services and Public Safety, jointly announced the transfer of £6 million to the Department of Health as it assumed lead responsibility for prisoner healthcare from that date. The change brought Northern Ireland into line with the approach taken in England and Wales and is a key part of the modernisation of the Prison Service. A strong partnership between the Prison Service and the South Eastern Health and Social Care Trust aims to ensure the quality of healthcare available to prisoners is comparable to that in the community. As services develop, particular attention is being paid to the needs of prisoners with addiction problems and prisoners with an enduring mental illness to ensure an effective transition from prison to community mental health services.

9.6 In May 2008 the Criminal Justice (Northern Ireland) Order 2008, introducing major changes to the sentencing framework in Northern Ireland, received

Royal Assent. As a consequence the NIO established a Sentencing Framework Implementation Programme, made up of 11 individual projects, to see that measures contained within the legislation were implemented. The Prison Service leads the delivery of two of these projects, namely Programme Delivery and Release and Conditioned Early Release. Additionally much of the work arising from the other 9 projects will also impact on the day to day management of prisoners. A Criminal Justice Order Implementation Programme Team has been established within NIPS, with input from PBNI, to oversee a programme of work to ensure that prison establishments have in place appropriate systems and skills to meet the legislative requirements of the Criminal Justice Order.

9.7 During the year a Women's Project Team has taken forward the development of a Strategy for the Management of Women Offenders in Northern Ireland. The strategy was commissioned by the Minister, Paul Goggins, and is a cross-cutting initiative, in partnership with PBNI and the NIO. The comprehensive study is addressing key priorities in relation to the treatment of offenders, looking at issues such as reducing offending, providing alternatives to custody, the provision of appropriate community supervision, including community-based facilities to support women offenders. It also addresses the need for a gender-specific approach to custody and explores options for a new purpose-built women's prison. To help inform the strategy the Service held a four day consultation event in April 2008 in partnership with the NIO's Criminal Justice Directorate and the Probation Board for Northern Ireland. The strategy document was published for consultation on 23 February 2009.

9.8 The Prison Service's first diversity strategy, *Make a Difference*, was launched in June 2008. *Make a Difference* marks the beginning of a significant change in the culture of the Prison Service in moving towards an organisation that is more reflective of the community it serves. The *Make a Difference* strategy has four main aims:

- It seeks to improve the working experience of NIPS staff by valuing their contribution to the organisation and offering opportunities for development.
- It reinforces the Service's robust stance against discrimination and harassment at work.
- It offers key business benefits in terms of the improved service it is able to deliver to prisoners and their families.
- It seeks to attract an ever more diverse, committed and talented applicant pool to the Service.

9.9 The new strategy encourages staff to recognise and acknowledge the differences among people in the

course of their dealings with other staff and service users. It recognises that each member of staff has a unique and valuable contribution to make to the Prison Service and that a workplace which challenges behaviours and demonstrates fairness and respect will become an employer of choice to individuals from across the whole of society.

9.10 On 21 July 2008 the Prisons' Minister published a comprehensive report on robust new measures to tackle the flow of drugs into Northern Ireland's prisons. The report made 38 recommendations and significant steps have been taken to ensure that the volume of drugs entering prisons is reduced. These include:

- Stringent new measures to manage inmates' personal cash accounts including restrictions on the passing of money into or out of the prison.
- Further training and deployment of specialist search staff, including use of specialist staff at visits entrances.
- Specialist training for new support grade staff.
- Enhanced observation of prisoners' visits.
- Improved sharing of intelligence and closer co-operation with PSNI in identifying potential traffickers.
- Improved arrangements for the arrest and prosecution of individuals suspected or identified smuggling drugs into prisons.

9.11 A new 50 bed unit was opened by Paul Goggins at Magilligan Prison on 28 July 2008. The Alpha Accommodation Unit is a multi-functional facility accommodating a range of prisoner categories. It forms part of the 400 short-term prison places being built at both Magilligan and Maghaberry as announced by the Minister in December 2008 to help address some of the population pressures across the prison estate.

9.12 An important NIPS Offender Management Conference took place at the Rosspark Hotel, Antrim, on 18 November 2008. The conference was opened by the Prisons' Minister. The purpose and aims of the conference were to:

- Examine the context for the future direction of the Service, with special reference to the changes required by the Criminal Justice (NI) Order 2008, and preparation for devolution.
- Discuss how end to end offender management supports public protection, and the role of the Prison Service in working with partner agencies.
- Share understanding of what is required of each of us as leaders of this change.

9.13 110 delegates attended the conference which brought together senior managers, other decision-makers and opinion formers. Representatives from staff associations, partner agencies and key stakeholders, such as the Prisoner Ombudsman and the Chief Inspector of Criminal Justice, also attended, thus providing a networking and knowledge sharing opportunity for attendees. Speakers included the Director General of the Irish Prison Service, the Director of the Probation Board and the Public Protection Arrangements NI Strategy and Policy Co-ordinator.

9.14 On 9 January 2009 the Prisoner Ombudsman published her report into the circumstances surrounding the death of Prisoner Colin Bell in Maghaberry on 1 August 2008. The report which highlighted shortcomings also included a series of recommendations which the Prison Service is taking forward. The Minister announced the creation of two groups - a Review Team and a Ministerial Forum on Safer Custody. The Review Team is looking to identify the steps needed to ensure that Northern Ireland has a modern prison service with a consistent culture of care and accountability. The Minister chairs the Ministerial Forum on Safer Custody which includes a range of senior representatives from the criminal justice, healthcare and voluntary sectors. The shared purpose of the forum is to bring about a sustained reduction in the number of deaths and levels of self-harming in NIPS and YJA custody, including the corporate promotion of safer custody.

9.15 On 9 March, on behalf of the Minister, Robin Masefield, Director of the Prison Service, accompanied by Val Halward wife of the late Robin Halward, officially opened Halward House. The new 60 cell unit is the first two-storey accommodation on the Magilligan site and houses prisoners who are drug free and within three years of release. The unit is part of the 400 additional places which Prison's Minister Paul Goggins announced in December 2007 to be built at both Magilligan and Maghaberry Prisons in the short-term to take account of the rising prison population.

9.16 Halward House was named in honour of Robin Halward who served as Director General of the Northern Ireland Prison Service from September 1998 to March 2002.

9.17 In April 2008 the Prison Service had launched an annual award named the Robin Halward bursary. This reflects Robin's strong commitment to the Service and in particular work designed to deliver changes to prisoner behaviour. The award is for the individual judged to have done most during the year to promote resettlement and

reintegration through active engagement with prisoners. Following the launch a selection panel considered 11 nominations and concluded exceptionally that two nominees should receive the award. It is used to assist the successful recipient to undertake further research or development that they would not have otherwise been able to do.

9.18 The performance of the Prison Service is monitored against a wide range of measurements, which flow from the key targets and development objectives detailed in its Corporate and Business Plan. This year the Service set 11 key performance targets and a comprehensive programme of 44 development objectives.

9.19 A full account of performance against each of these will be reported in the Prison Service Annual Report and Accounts, which will be laid before Parliament and published in July 2009.

Looking Forward

9.20 There are a number of challenges facing the Prison Service in the coming year. These include:

- Playing a leading role in the implementation of the Criminal Justice Order, establishing a prisons offending programme delivery group to provide targets, scheduling and delivery of offending behaviour programmes to meet the sentence plan and risk reduction requirements of those sentenced under the CJO public protection arrangements.
- Completing the corporate safer custody project and implementing a range of recommendations to enhance safer custody which has still greater prominence following the death of Colin Bell. The report by an independent review team will be published by early summer.
- Concluding the public consultation on the Strategy for the Management of Women Offenders, in partnership with colleagues in PBNI and NIO, and beginning implementation of the strategy to deliver tailored services and interventions for women offenders, both within the community and in custody.
- Implementing the Foreign National Prisoner Strategy 2008/10 to embed recognition across the Service of the distinct needs of foreign nationals and ensure that they have the same access to prison facilities as other prisoners.
- Producing guidance and a strategy on statutory duty and equality issues to ensure that NIPS is continuing to comply with Section 75, including a NIPS Equality Plan.

- Developing and agreeing the outline design brief for Magilligan Prison.
- Developing a comprehensive strategy for human rights compliance and promotion across the Service.
- Ensuring the Service is prepared for devolution and for effective continuing business thereafter.
- Efficiently and effectively planning for recruiting and retaining the right number of staff at the right grades with the appropriate terms and conditions of employment.
- Developing a competence and behaviour framework for all management grades.

Bibliography – Relevant Publications in 2008/09

- Corporate & Business Plan 2008/11
 - Annual Report and Accounts 2007/08
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CHAPTER 10

Compensation Agency



Role and Task

10.1 The Compensation Agency (the Agency) was established on 1 April 1992 and was the first Executive Agency to be set up within the Northern Ireland Office. It carries out the Secretary of State's functions for the provision of compensation made under the Criminal Injuries (Compensation) (Northern Ireland) Order 1988 (for pre-May 2002 claims); the Criminal Injuries Compensation (Northern Ireland) Order 2002 (for post-May 2002 claims); the Criminal Damage (Compensation) (Northern Ireland) Order 1977 and the Justice and Security (Northern Ireland) Act 2007.

10.2 The Agency operates under the terms of a framework document which deals with the responsibilities of, and the relationship between, the Agency, Parliament, Ministers and the Department; financial and personnel arrangements; and planning, monitoring and accounting arrangements.

10.3 Each year the Agency publishes an Annual Report and Accounts in a format prescribed by HM Treasury. The Annual Report and Accounts contain full information relating to the Agency's statutory background, the specific targets set for the Agency by the Minister (and its performance against those targets), its principal areas of activity and its financial structure and performance. The Annual Report and Accounts are presented to Parliament each year just prior to the summer recess. When the Annual Report and Accounts for 2008/09 have been audited and laid before Parliament they will be freely available on the Agency's website at www.compensationni.gov.uk

Aim

10.4 The Agency's aim is:

"To support victims of violent crime and people who have suffered loss from action taken under the Justice and Security (Northern Ireland) Act 2007, by ensuring that they are appropriately compensated in accordance with the relevant statutory schemes."

Objectives

10.5 In furtherance of its aim, the Agency has two key objectives:

- To provide a responsive and effective service to all applicants in which claims are dealt with speedily, consistently and in accordance with the relevant legislation.
- To deliver the compensation schemes efficiently and cost effectively, while seeking continuous improvements in the standards of service within the limits of the resources available.

Looking back over 2008/09

10.6 Against the backdrop of ongoing staff vacancies and unexpectedly increasing demand, the Agency met all of its key performance targets. A comprehensive account of the performance against each of the targets will appear in the Compensation Agency Annual Report.

Schemes

10.7 The Agency received 5,294 new applications and 1,777 requests for cases to be reviewed under the Northern Ireland Criminal Injuries Compensation Scheme 2002 ("the Tariff scheme"). This was the first year since the introduction of the scheme that new claim volumes actually increased, albeit by a small margin. It is too early to say whether the trend of actual reductions in workload has actually reversed or simply stalled.

10.8 As an outcome of CSR07, the Agency's funding was moved into line with the three year funding cycle, facilitating its planning on a three-year basis. With the agreement of the Minister it also changed the nature of its performance targets to ensure that they better reflect the need for effort to be applied to both older and new cases throughout the year so that over time it might deliver a real and sustainable reduction in the average time taken to clear claims. Apart from meeting its performance targets the Agency finished the year with the total number of undecided cases having fallen from 5,174 to 5,024.

10.9 The Agency continued to manage the rundown of claims under the earlier criminal injuries compensation scheme (the 1988 Order). The target set for this year was exceeded. The number of outstanding claims has now fallen below 600 and, even allowing for the difficult nature of many of these old cases, there is now reason to be confident that the need for a dedicated branch to resolve these claims may disappear within the next three years.

10.10 As with the Tariff Scheme, the Criminal Damage Scheme saw the trend of annual reductions in new claim

numbers go into reverse. In this instance the number of new cases rose by 12%. Again it is too early to determine whether this is an anomaly or the start of a new trend. Nevertheless, the efforts of staff enabled the Agency to end the year with 109 fewer undecided cases than it had at the beginning.

Staffing

10.11 During 2008/09, due to higher than normal staff movements, the Agency delivered its performance targets with an average of only 90% of the staff complement actually in post. This put considerable demands on staff and is testimony to their willingness to put in the additional effort when required.

10.12 Pursuing sustainable efficiencies is still a priority and in the light of the changing workloads and staff availability the Agency introduced further internal restructuring between branches while developing the skill base of some groups of staff to support the growth of multi-tasking at certain grades. Notwithstanding all the pressures this placed on staff the Agency was delighted that it retained its Investors in People (IIP) accreditation during the course of the year.

Information Technology

10.13 In the light of the introduction of a new Tariff Scheme in 2009 the current electronic system was upgraded and staff trained to enable them to operate both schemes from the April launch. In support of this the Agency took the opportunity to review and revise its claim application forms and attendant documentation.

10.14 Work on the Agency's website refresh was completed and the new site was ready to launch in April 2009.

Looking forward

10.15 In 2009/10 the Agency will be introducing a new Tariff Scheme and changes to the Criminal Damage Scheme. The unexpected increase in new claim volumes in 2008/09 will be closely monitored during the year to determine whether there has actually been a real change in demand that may cause the Agency to reconsider its plans for future years.

10.16 Planning for the devolution of policing and justice will continue to be a priority for the Agency.

10.17 Apart from the new Tariff Scheme the remainder of The Agency's IT systems will require extensive modifications to interface with the new central finance system (Account NI) and further development will be taken forward during the year.

10.18 The effectiveness of the new customer satisfaction survey introduced in 2008 will be reviewed and further consideration given to the need for a revised version being implemented during 2009/10.

10.19 The Agency will seek re-accreditation in its Chartermark certification.

Bibliography

- Compensation Agency Annual Report and Accounts 2008/09.
- Compensation Agency Framework Document.
- Compensation Agency Corporate plan 2009 - 2011 and Business plan 2008/09.

CHAPTER 11

Forensic Science Northern Ireland



Role and Task

11.1 The Agency's Mission is to provide effective, impartial forensic science to support justice. Its vision is to be recognised as the provider of forensic science with the reputation of excellence, quality and timely delivery.

11.2 Forensic Science Northern Ireland (FSNI) contributes to the delivery of the NIO's Departmental Strategic Objective 4 and Public Service Agreement Outcome 2. Its contribution is made through the following activities:

- Providing effective scientific support for policing and thereby enabling the police to be more effective, it helps to build and sustain confidence in that service.
- Maintaining the highest standards of integrity and science, it helps to maintain confidence in policing and in the criminal justice system.
- Providing effective scientific support for the Police Ombudsman, it helps to build confidence in that organisation and consequently in the police service and the criminal justice system as a whole.
- Providing a service that is timely and cost effective, it helps to produce a criminal justice system that is efficient, effective and responsive.
- Supporting police investigations, it assists in the identification and conviction of offenders and helps reduce the incidence and fear of crime.

Corporate Goal

11.3 FSNI has been set the longer term goal of achieving self-sustainability – ensuring that its costs are fully met from the income generated by its services. The agency is seeking to achieve this through investing in people, facilities and systems, in support of its vision by 2011/12.

Objectives

11.4 The Agency's objectives for 2008/09 were to:

- Deliver products and services consistent in value, quality and on time.
- Manage products and services in line with customer agreements.
- Manage submission control of exhibits in line with its Service Level Agreement (SLA) with PSNI.
- Maintain costs within agreed budget.
- Management and development of accommodation and infrastructure.

11.5 These objectives set the basis on which FSNI hopes to achieve its Corporate Goal of attaining self-sustainability by 2011/12.

Looking Back over 2008/09

Performance

11.6 This was the first full year in which the Agency operated with its new operational structure in place. In January 2008 the Operations Directorate within FSNI was separated into two distinct units; the Laboratory Services Directorate and the Reporting Services Directorate.

11.7 As a result of this fundamental change in the FSNI structure, the composition of the membership of both the FSNI Executive Board (EB) and the Management Committee (MC) changed. The two operations directors became Executive Board members, doubling the operational and scientific input to the EB. A second Non-Executive Director (with a background in another technical-related Government Service Agency) was also appointed to the EB during this period.

11.8 During the year the Agency's corporate focus has been on embedding the new structures, strengthening the corporate governance arrangements within the Agency, improving business planning and ensuring that it maintained its UKAS quality accreditation.

11.9 The format of FSNI's input to this report has also changed. Although the full year's performance information is not available within the time required for the production of this Departmental Report, the year to date figures against the corporate target are included.

11.10 A full account of the Agency's performance and financial statement is contained in its Annual Report and Accounts 2007-08. A copy may be obtained from Forensic Science Northern Ireland, 151 Belfast Road, Carrickfergus, Co. Antrim, BT38 8PL or by accessing the Agency's website www.fsni.gov.uk

11.11 The Agency had eight key performance targets for the year, shown in Table 11.1.

11.12 Progress in relation to these targets will be detailed in the Agency's Annual Report and Accounts for 2008/09 which will be laid before Parliament in July 2009.

11.13 However, at the end of February, a number of the targets had already been achieved or were on target to be fully achieved by the end of the financial year. These are targets 3, 4, 5, 6 and 8. Targets 1, 2 and 7 have been partially achieved and plans are in place to bring these back in line by the end of the year. However it is not certain that all the targets will be fully achieved.

Table 11.1 - FSNI Key Performance Targets

Corporate Objective	Measure	Target
Deliver products and services consistent in value, quality and on time	1. Output versus SLA target	1.1 95% of urgent requests for results from PSNI (priority 1 cases) available within 72 hours 1.2 95% of targets achieved in line with those agreed in PSNI SLA 1.3 95% of targets achieved in line with those set in SPD SLA
Manage Products and services in line with Customer agreements	2. Backlog Reduction	2.1 to eliminate 50% of backlog by March 2009. Backlog defined as cases that have already missed their target dates.
Manage submission control in line with SLA	3. Policy in place to manage submissions in line with SLA	3.1 Policy in place by March 2009
Deliver products and services consistent in value and quality on time	4. Alignment of FSNI products to ACPO Guidelines	4.1 85% of FSNI products in line with ACPO guidance by 31 March 09
Maintain costs within agreed budgets	5. Actual costs versus budget costs	5.1 Out turn costs equal to out turn budget
Deliver products and services consistent in value and quality on time	6. Scope of UKAS Accreditation	6.1 Maintain existing scope of accreditation
Management and development of accommodation and infrastructure	7. Secure New Accommodation for FSNI	7.1 Agreement with PSNI on their long-term procurement strategy by June 2008 7.2 Ministerial Approval of FSNI business strategy by Oct 2008 7.3 Allocate appropriate in-house resources to support delivery of a robust and compelling OBC by March 2009
To attain corporate self-sustainability by 2011	8. Revenue : cost ratio	Achieve 89% revenues versus costs in 2008/09

Staffing Levels

11.14 During 2008/09 the number of staff averaged around 190, 70% of whom were scientific grades. This shows a slight decrease from 200 in the previous year because of the number of vacancies which were carried throughout the year. This has had an impact on the overall performance of the Agency.

Highlights of the Year

11.15 Major developments during 2008/09 included:

- The Recruitment of a Business Development Director and a Customer Account Manager, late in the current year, who together with the Marketing and Customer Training Manager, Customer Services Manager (and team) and the Product Manager now comprise the Business Development Directorate.
- A recruitment competition for a Quality Director was also completed, with the successful applicant taking up post in April 2009.
- Accreditation of FSNI's core business areas to ISO 17025 standard was maintained after a UKAS surveillance visit in July 2008 and was confirmed after a further visit in February 2009.
- During the previous year it had become increasingly apparent that the yearly SLA with PSNI was not working effectively. Work on re-structuring the SLA supported by Deloitte is progressing on a number of aspects, including better forecasting of PSNI demands and the SLA to cover a longer period (3 years). This will allow FSNI to better resource plan based on expected demands, and a move towards a "commissioning model," a more collaborative partnership approach based on clear expression of the outcomes to be attained.
- Work has been done on improving the control of submission of exhibits. This has included agreeing with PSNI that FSNI's products should be aligned over time with the new ACPO definitions.
- A business case for the Perseus Programme, a number of improvement packages, including in relation to the tracking of exhibits, business processes and management information systems, has been developed and submitted to the Department for approval.
- FSNI continue to be involved with the UK Forensic Science Regulator. The Agency's Chief Executive represents Northern Ireland criminal justice system interests on the Forensic Science Advisory Council (FSAC) which has been set up to provide advice to the

Regulator and other FSNI specialists, provide support to a number of FSAC sub-groups, and progress issues that relate directly to Forensic Science and quality, including, for example the handling of DNA.

- The Agency was inspected during the year by the Criminal Justice Inspectorate. This inspection also included an appraisal of FSNI's response to the Omagh Bomb Trial.
- Senior reporting staff from FSNI have been involved with colleagues for the other major forensic providers in UK and Ireland (through the auspices of the Association of Forensic Science Providers – AFSP) on the establishment of a professional code for expert witness which will help mitigate the risk of miscarriages of justice, due to inappropriate evaluative opinion being given to or appropriate opinion being misinterpreted by the Courts. This initiative is supported by the Regulator, whose remit covers the validation of methods, the accreditation of organisations and the competences of individuals.

Looking Forward

11.16 The Agency is looking forward to a number of new developments following the successful recruitment of key staff towards the end of 2008/09. The first is the start-up of a new Business Development Directorate. This will be the first time that FSNI will have had a directorate focussing entirely on satisfying customer needs.

11.17 Work will continue on the FSNI new accommodation project.

11.18 This year it is anticipated that a number of related strands will come together that will affect the way in which Forensic Science does its work and help improve outputs. In the context of the ACPO product range alignment, PSNI has agreed that with such a large number of changes, all of which affect both PSNI and FSNI, the forthcoming year will be seen as a "transitional" year in terms of the SLA restructuring referred to above.

11.19 The Agency will continue to devote resources to its quality accreditation process and aim to streamline internal quality systems to deliver quality products more effectively. It will be a key focus of the incoming Quality Director to oversee the strategic quality issues that face FSNI, in common with other providers. This is especially important given that the Forensic Science Regulator requires all forensic methodologies and organisations to be accredited and this will include any in-house services provided by PSNI.

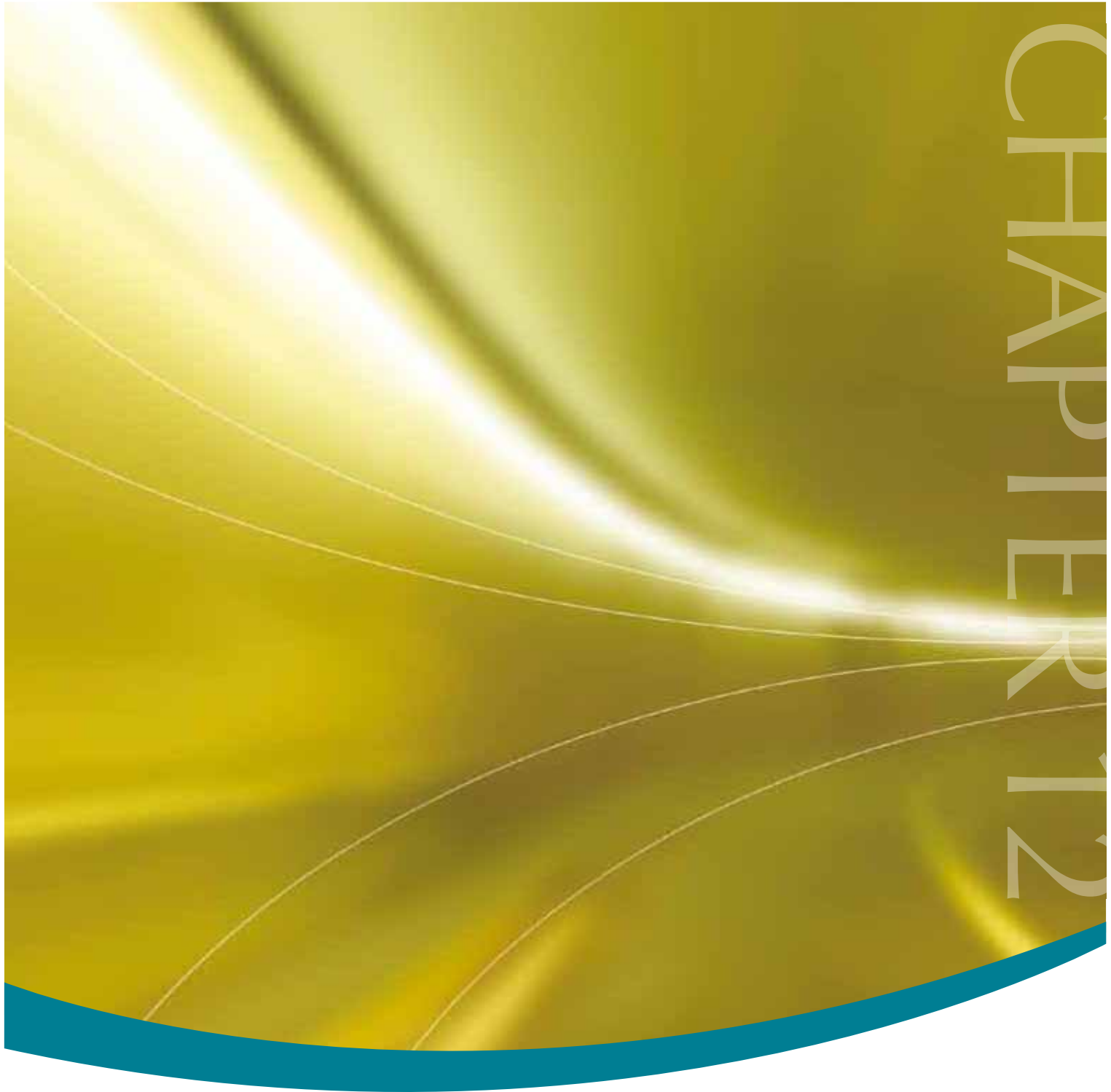
11.20 The Agency's Management Information System (MIS) will be improved during the forthcoming year to ensure that both internal and external needs are met. The Executive Board and Management Committee require appropriate and timely MIS in order to fully deliver key targets. Work will be started on compiling a dedicated MIS of which the Perseus Programme is a key enabler.

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- Annual Report and Accounts 2007/08.
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CHAPTER 12

Youth Justice Agency



Role and Task

12.1 In line with the recommendations of the Criminal Justice Review, the Youth Justice Agency was established in April 2003 as an executive agency of the Northern Ireland Office (NIO).

12.2 The Agency carries out the Secretary of State's function for the provision of youth justice services under the Criminal Justice (Children) (Northern Ireland) Order 1998 and Justice (Northern Ireland) Act 2002. These functions include the delivery of a range of community based, court ordered and diversionary interventions, youth conferencing and the provision of custody for young people in Woodlands Juvenile Justice Centre. Youth justice policy is separate from the functions of the Agency and is one of the responsibilities of the Criminal Justice Directorate of the NIO.

12.3 All the services delivered by the Agency are subject to inspection and review by the Chief Inspector of Criminal Justice. Similarly, these services may also be subject to review by the Northern Ireland Commissioner for Children and Young People; the Northern Ireland Human Rights Commission; the Department for Education and Regulation and Quality Improvement Authority.

12.4 The Agency is part of the wider criminal justice system and contributes alongside other partners to achieving the system's overall aims and objectives. Indicators have been set to measure the effectiveness of the Agency within a framework of efficiency and economy, consistent with the NIO Public Service Agreement target relating to the criminal justice system.

Aim

12.5 The overall aim of the Youth Justice Agency is to reduce youth crime and to build confidence in the youth justice system.

12.6 In furthering these aims the Agency delivers a range of services, often in partnership with others, with particular emphasis on helping children to address their offending behaviour, diverting them from crime, assisting their integration into the community and meeting the needs of the victims of youth crime.

Looking Back over 2008/09

12.7 The operation of the Youth Justice Agency and its ability to carry out its programmes of work are directly influenced by the sentencing practice of the courts, the resources available to the Agency and by legislative and policy initiatives, particularly those from other parts of the criminal justice system.

12.8 The Agency operates in a very demanding environment with a growing volume and complexity of work undertaken and against a background of major changes and developments occurring within the youth justice system and the central feature of efficiency within the Comprehensive Spending Review 2007.

12.9 The context in which the agency operates was affected by the:

- Implementation of the Criminal Justice (NI) Order 2008 which seeks to build better public protection structures through better management of offending.
- Implementation of the Charter for Youth Justice within Northern Ireland.
- Creation of a Ministerial Group on Reducing Offending to provide strategic oversight and direction and increase cross-departmental collaboration within Northern Ireland.
- Re-establishment of the Ministerial Sub-Committee on Children and Young People.
- Establishment of the Education and Skills Authority – gaps in children's services.
- Establishment of a Learning and Skills Forum to support cross-government work on education / learning and skills agenda for young offenders in Northern Ireland.
- Action plan arising from the OFMDFM Ten Year Strategy for Children and Young People.
- Implementation of Criminal Justice Inspectorate for Northern Ireland report on Unavoidable Delay in the Processing of Criminal Cases in Northern Ireland.
- Publication of an NIO consultation paper on Alternatives to Custody.
- NI Departments Children's Funding package.
- Major investment by NI Departments in prevention and early intervention services.

12.10 During 2008/09 a number of initiatives were embarked on with a view to improving the Agency's future operational effectiveness and ensuring compliance with statutory responsibilities. These included:

- Publication of a new Framework Document agreed between the Agency and Department.
- Implementation of the Agency's Reducing Re-Offending - Framework for Practice. This framework is based on restorative principles and aims to balance the needs of the young person, the victim and the community through a range of interventions delivered at an intensity proportionate to the level of risk of re-offending.
- The Working for Staff Health initiative pilot was introduced, the aim of which is to strengthen the Agency's occupational health provision and promote a proactive approach to staff health and well-being.
- Staff survey conducted to identify/determine Agency strengths, areas for potential improvement and to provide a comparison with staff survey results in 2005.
- Introduction of common assessment tools across the Agency.
- Independent Representation Scheme provided at Woodlands Juvenile Justice Centre re-tendered and an enhanced/improved service established.
- Agency "Valuing and Investing in People Group" established comprising representatives from all directorates and at various grades to devise corporate strategies to try to address areas for improvement.
- Agency policy and guidance issued on the reporting of serious incidents to put in place an established and clear system for recording, reporting and learning from any serious incidents.

12.11 Other significant developments during 2008/09 included:

- Implementation of the new Public Protection Arrangements Northern Ireland.
- YJA Criminal Justice Order 2008 Implementation Project.
- Continuing work in relation to the devolution of justice and policing.
- The voluntary body, Include Youth, was requested by the Agency to undertake a consultation exercise with young people on underage drinking in response to the NI Youth Alcohol Strategy.
- Opening of new premises in Ballymena and Dungannon.

Inspections by the Criminal Justice Inspectorate NI

12.12 The inspection report on corporate governance was published in June 2008. Kit Chivers, the then Chief Inspector, said, "Since its launch in 2003, the

YJA has matured significantly in a very short period of time. Inspectors found there is a sound organisational structure in place to ensure the YJA's operations are effectively managed and the YJA Management Board provides a good corporate foundation on which further organisational growth can be developed".

12.13 The inspection report on Woodlands Juvenile Justice Centre was published in May 2008. The report found that the strong focus on the individual needs and problems of young people provides the right environment for staff to use their skills in order to bring about positive and lasting changes. The report also noted that the centre has a "strong child care ethos" but with "high levels of security and safety designed into the Centre."

Delivery Against NIO PSA Targets

12.14 During 2008/09 the Agency's contribution towards the delivery of the Make Communities Safer and Justice for All PSAs included:

- The establishment of a joint YJA / Probation Board NI priority youth offenders project established in the Greater Belfast area.
- Continuation of outreach programme with MLAs, party spokespersons, key Assembly Committees and local councils.
- Media briefings held with a number of local newspapers.
- Launch of fully refreshed Agency website to coincide with the Agency's fifth anniversary.

12.15 As part of its communications strategy, the Agency has undertaken a wide range of events and activities aimed at increasing awareness of the Agency and wider criminal justice system. This has proved successful in that overall awareness levels of the Agency, as measured by the independent NISRA Omnibus Survey, have increased from 11% in January 2005 to 22% in January 2009. Using the same survey, confidence levels in relation to the effectiveness of the Agency in dealing with young people accused of crime, have risen from 41% in January 2008 (the first time confidence has been measured) to 44% in January 2009.

Efficiency Programmes

12.16 A number of reviews were implemented during 2008/09 in connection with the provision of services and associated resources to ensure that the Agency continues to operate efficiently. These included:

- Implementation of the recommendations of the Review of Education Services within Community Services. The Review concluded that there was not a statutory responsibility on the Agency to provide education for young people in the community. As a result 15 teaching posts were removed and financial resources re-directed to statutory work.
- Rationalisation of the Community Services Estate and Organisational Structure which resulted in community based services being delivered through 17 main business units as opposed to 21.
- Redistribution of existing transport resources with increased accessibility for both Youth Conferencing and Woodlands JJC recommended in the Community Services Transport Review.

Attendance Centre Order commissioned by the NIO and Youth Justice Agency. The findings of the study were extremely positive showing very high completion rates.

- Four Community Services members of staff awarded certificates in Post Qualifying Social Work Awards.
- Visit by Irish restorative justice representatives which included the involvement of local magistrates and judges at some meetings.
- Agency assistance provided to Belfast Metropolitan College in the development of a DVD and course on Community Safety.
- DVD on Woodlands JJC produced to provide information on the services provided by the centre to young people placed in custody and their families.
- Establishment of a priority Youth Offenders Project implemented by Youth Justice Agency Assessments.

Highlights of the Year

12.17 During 2008/09 highlights included:

- Agency photographic competition open to all schools and youth clubs throughout Northern Ireland designed to give young people the opportunity to express their ideas about how to reduce youth crime with entrants asked to focus on the themes of how to avoid getting into trouble, staying safe and making their community a better place.
- Participation in a number of community engagement events organised by the NI Policing Board.
- Participation in a multi-agency programme to deliver a knife crime awareness campaign to year 8 school children across Northern Ireland.
- Sponsorship of and participation in a NORDAG conference (NORDAG is an inter-agency forum for drugs and alcohol in North Down and Ards).
- The participation of young people from Woodlands Juvenile Justice Centre in a youth debate at Stormont.
- Visit by Norwegian Justice delegation to the Youth Conference Service in May 2008.
- Agency participation in a BBC Newsline feature on youth crime which included interviews with the Chief Executive, a local Community Services manager, Education and Programmes staff within Woodlands JJC, a young offender (provided by Include Youth), a victim of youth crime and a parents support group facilitated by the Agency.
- YJA Community Services staff piloting a Regional Initial Assessment Tool designed to accurately assess young people's drug and alcohol misuse.
- Publication of the CJINI report on Woodlands JJC and the new JJC Rules.
- Publication in June 2008 of an evaluation of the

Looking Forward

12.18 The Agency will continue to build on its achievements and focus on organisation development, evaluation of services provided and enhancing public awareness of the services it provides. A fundamental review of the Corporate Plan 2009-2012 has been undertaken. The Business Plan 2009/10 outlines the Agency's key priorities over the next year.

12.19 The main developments planned for 2009/10 include:

- Continued contribution towards the overall NIO Public Service Agreements, the NIO Departmental Strategic Objectives and the Criminal Justice System NI targets and objectives.
- Review the operative and organisation structures of Community Services and Youth Conference Service.
- Develop a human resource strategy to complement the Corporate Plan 2009-2012.
- Procure, test and commence the implementation of an Agency case management system.
- Implement the Youth Justice Agency early intervention strategy.
- Develop measurement tools and establish a baseline for measuring the six main outcomes targeted in the Ten Year Strategy for Children and Young People in Northern Ireland.
- Evaluate the "Working for Staff Health" pilot scheme.
- Carry out assessments in accordance with the "Healthy Workplace Guide" produced by the Health Promotion Agency.

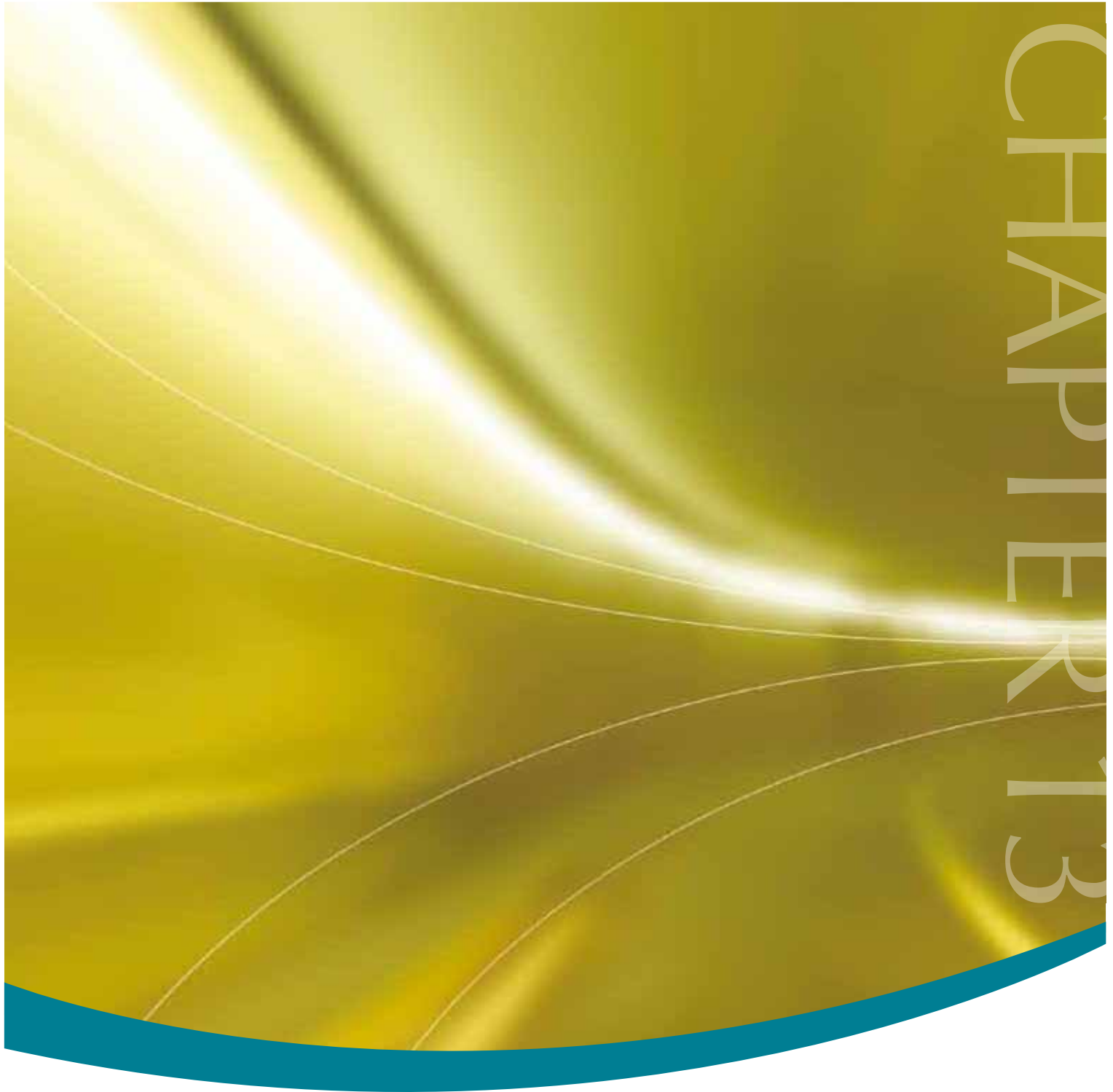
- Implement an action plan to address areas for improvement identified in the 2008-2009 staff survey.
- Implement the Agency's revised health and safety policy.
- Implement the agreed recommendations contained in the Review Report on the Use of Physical Restraint in Secure Settings in England and Wales.

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 - Out and About – staff magazine produced three to four times a year.
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CHAPTER 13

Public Prosecution Service for Northern Ireland



Role and Task

13.1 The Public Prosecution Service for Northern Ireland (PPS) was established in June 2005 by the commencement of the Justice (Northern Ireland) Act 2002. The Act defines the PPS, its statutory duties and the legislative framework within which it provides its services.

13.2 The PPS is the principal prosecuting authority in Northern Ireland. It is responsible for all criminal cases previously prosecuted by the former Office of the Director of Public Prosecutions (DPPNI) and the Police Service of Northern Ireland (PSNI). In addition to taking decisions as to prosecution in all cases initiated or investigated by the police in Northern Ireland, it also considers cases initiated or investigated by other statutory authorities, for example HM Revenue and Customs.

13.3 The PPS is headed by the Director of Public Prosecutions for Northern Ireland. There is also a Deputy Director of Public Prosecutions. The Deputy Director has all the powers of the Director but must exercise them subject to his direction and control. Both posts are public appointments made by the Attorney General for Northern Ireland. The Director presently discharges his functions under the superintendence of the Attorney General and is subject to her direction.

13.4 The PPS has been implemented over a number of phases, commencing with an initial pilot project in December 2002. Full implementation of the Service was achieved in October 2007 when the Service assumed responsibility for the prosecution of all criminal cases across the eight police districts in Northern Ireland.

Aim

13.5 To provide the people of Northern Ireland with an independent, fair and effective prosecution service.

Strategic Objectives

13.6 The Service's strategic objectives, which are set out in the PPS Corporate Plan for 2008 - 2011, are as follows:

- To reduce avoidable delay.
- To take decisions in accordance with the Code for

Prosecutors and, where appropriate, prosecute in the most effective manner.

- To ensure that its service delivery addresses the needs of victims and witnesses of crime.
- To improve public confidence by engaging with the community.
- To secure efficiencies and greater value for money through improved management of resources, performance and procurement.
- To ensure that management structures and governance arrangements support transparent and effective decision-making.
- To strengthen the provision of corporate services in support of operational delivery.
- To ensure that its HR strategies support the Service's vision and strategic priorities.
- To develop its people to meet the needs of the Service in a changing environment.

Looking Back over 2008/09

PPS Annual Business Plan

13.7 The 2008/09 Annual Business Plan set out how the PPS's strategic objectives were to be taken forward during the year and included a total of 35 performance milestones against which progress was to be measured. At the time of writing, final performance information against these milestones was not yet available; however, the majority are on course to be achieved, either in full or in part.

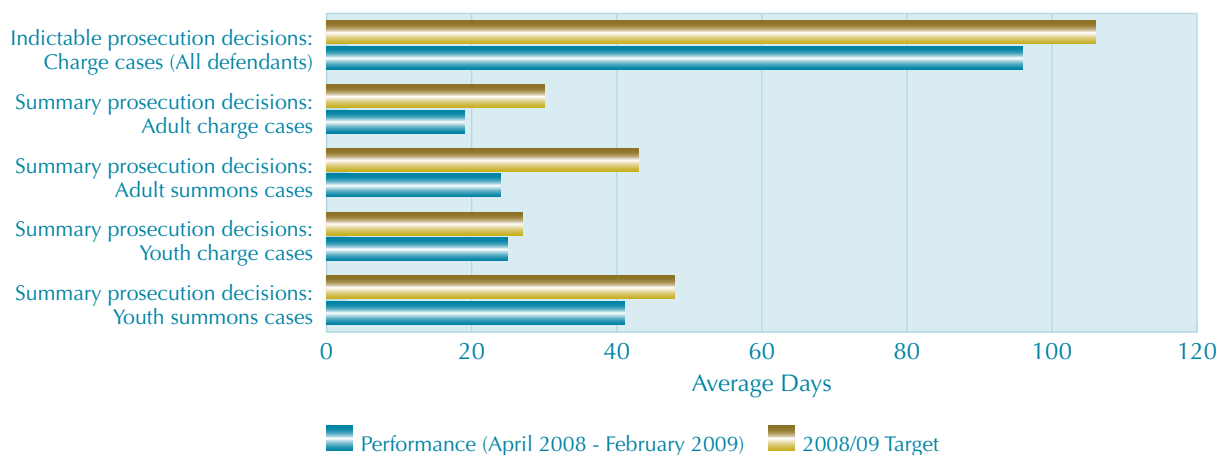
13.8 A detailed account of performance will be presented in the PPS Annual Report for 2008/09, to be published in July 2009.

Service Delivery – Tackling Avoidable Delay

13.9 The improvement of service delivery, and in particular a reduction in avoidable delay in expediting prosecution cases, is a priority for the PPS and its criminal justice partners, working as part of the Criminal Justice System Northern Ireland (CJSNI). The Service is committed to ensuring that all decisions are reached in accordance with the Test for Prosecution in a timely, effective and efficient manner.

13.10 A total of five timeliness targets were set for the 2008/09 financial year, which reflected agreed CJSNI

Chart 13.1 PPS Performance against 2008/2009 Timeliness Targets (Provisional Data)



performance standards for the year¹. All five targets are currently on course to be met (see Chart 13.1, above).

13.11 This has been achieved at a time when PPS caseload has continued to grow: More than 57,000 cases were received during 2008/09 which compares with 54,376 in 2007/08.

13.12 Efforts to improve timeliness are ongoing and initiatives during the year have included:

- The conduct of an ‘Early First Hearing’ Pilot Scheme within the Ballymena Office of the PPS Northern Region. The idea behind the pilot, which originated from the CJSNI Delay Action Team, is that all simple summary cases that are ‘case ready’ should proceed to the Magistrates’ Courts by way of charge, enabling the police and prosecutors to bring offenders before the courts more quickly. At present the large majority of offenders in summary cases are summoned to court, which is a more lengthy process. An evaluation of the pilot is to be completed by September 2009.
- The ‘Immediate Adult Cautioning Scheme’ which is now in operation in all PSNI Districts.
- The Output and Quality Improvement Project which has been tasked by PPS Management Board with examining ways in which the Service can improve the timeliness of decision-making whilst maintaining quality. The work programme of the Project Team has included the improvement of internal instructions and guidance.
- The time taken to process Requests for Further Information (RFI) has been identified as a key issue in delay, particularly in the more complex cases. A review is now being taken forward by a member of the PPS Management Board, in conjunction with a

senior police officer. It is anticipated that the review will be completed early in the new financial year and the final report will include recommendations for joint PPS/PSNI action to improve the efficiency of the RFI process.

- The appointment of dedicated ‘Youth Champions’ in each region to monitor the day to day receipt and allocation of youth files. Youth Champions in many cases take the prosecution decision and prosecute the case in the Youth Court as part of a strategy to improve consistency and promote best practice. The Youth Champions were nominated this year for a CJSNI award in the category of “Outstanding contribution to working with young people in the CJSNI” and were highly commended by the judging panel.

13.13 Further advances are anticipated during 2009/10, particularly in the handling of indictable cases. The Service has carried out a review of the way in which indictable cases are processed, in order to maximise the benefits of information technology and the PPS Case Management System. These changes will be implemented with the next phase of the Causeway Programme (see below).

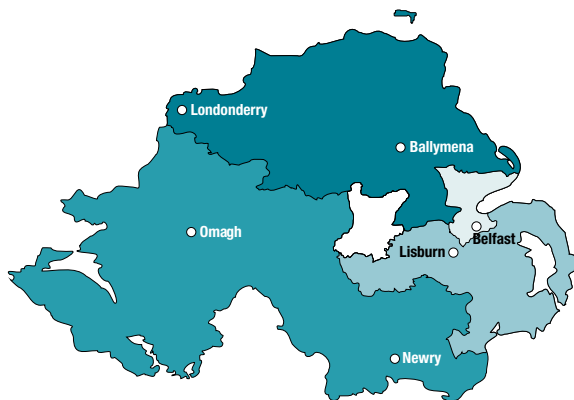
PPS Implementation

13.14 Whilst the full range of PPS services is now available across Northern Ireland, the PPS regional accommodation programme has not yet been completed, largely due to difficulties in the procurement of suitable accommodation in Newry. However progress has been made during 2008/09. ‘Foyle Chambers’, the new Londonderry office of the PPS Northern Region, became fully operational in March 2009. Five of the six regional

¹ Monitoring reflects the period in calendar days from the date initial papers (charge cases only) or files are received from PSNI to the date when the prosecutorial decision issues. Includes time required for response to Requests for Further Information (RFI) by police.

offices planned for the Service will have now been opened (see map below). Capital funding has also been secured for the office in Newry and efforts continue to identify suitable premises in the city.

PPS Regional Office Locations



Regions	Offices
Belfast	Belfast (Corporate HQ)
Eastern	Lisburn
Northern	Ballymena Londonderry
Western and Southern	Omagh Newry

'Giving of Reasons' Pilot

13.15 The Service's current policy, as set out in the PPS Code for Prosecutors, is to give reasons for no prosecution decisions in all cases, albeit in the most general terms. Where a request for detailed reasons is made, prosecutors will consider what further information may reasonably be given.

13.16 In August 2008 a pilot scheme was established in the PPS Southern office in which reasons are given to all victims and their families where the decision is for no prosecution, irrespective of whether a request for the provision of detailed reasons has been made. Since the beginning of the scheme letters have been sent to victims explaining the reasons for no prosecution in more than 170 cases.

13.17 An evaluation of the pilot is now underway which has included an examination of a representative sample of letters. In every case where a letter has been

sent to a victim, a follow-up questionnaire has also been sent seeking anonymous feedback on the usefulness and clarity of the letter. Victim Support Northern Ireland has been consulted on the operation of the pilot and has provided valuable assistance in the drafting of sample letters. It is anticipated that the evaluation will be completed in April 2009.

PPS Equality Scheme

13.18 A PPS Equality Scheme, which sets out how the Service proposes to fulfil its obligations under Section 75 of the Northern Ireland Act 1998, was published in October 2008. The scheme incorporated a detailed action plan and a number of matters have been taken forward:

- A dedicated PPS Equality Officer is now in post.
- A progress report has been submitted to the Equality Commission.
- A series of 'screening' workshops were held in December 2008 and January 2009 to assess how each of the PPS policy areas to which Section 75 applies impact on the promotion of equality of opportunity.
- An Equality and Diversity Steering Group has been established, chaired by the Assistant Director, Corporate Services.

Legal Quality Assurance

13.19 Over the course of the year a number of thematic reviews have been conducted by the Service's Policy Section. Among the work completed has been a review of the operation of the PPS Domestic Violence Policy. This review has resulted in a series of recommendations designed to ensure full compliance with the policy. Key issues highlighted included the appointment of Regional Domestic Violence Champions to secure consistency of practice and the development of further training for prosecutors and Community Liaison staff.

13.20 Thematic reviews have also been conducted in the following areas:

- Requests for further information issued to PSNI, including requests for full files.
- File submission plans operated in Central Casework Section.
- Reasons for 'No Bill' in the Crown Court.
- PPS advocacy standards in Belfast Magistrates' Court.
- The operation of the Northern Ireland Driver Improvement Scheme.
- Use of 'bad character' evidence.

13.21 While quality assurance has to date been spread across the resources of Policy Section, two experienced Senior Public Prosecutors have now been identified to establish a separate and distinct Quality Assurance Unit within the Section.

Looking Forward

Causeway

13.22 The first stage of the Causeway data sharing mechanism ('DSM 0'), introduced in 2005/06, allowed police to submit files to the PPS electronically, as well as to make requests for prosecutorial or pre-charge advice.

13.23 The next phase of Causeway ('DSM 1'), to be implemented in 2009, will broaden the portfolio of information shared electronically amongst the criminal justice organisations and will include:

- Requests for further information – PPS will send requests to PSNI via Causeway, rather than by email, as is currently the position.
- Issuing of prosecution decisions – PPS decisions will be sent automatically to PSNI for information and action.
- Recording of court results – court results, including details of adjournments, will feed into the PPS Case Management System (CMS) via Causeway. As a result PPS staff will no longer be required to record outcomes upon returning from court to the office.

13.24 In parallel with Causeway DSM1 the Service has also carried out a review of the way in which indictable cases are processed. For example, the revised procedures will now allow administrative staff to generate committal papers and disclosure bundles from the Case Management System; at present much of this work is carried out manually. It was originally planned that the new indictable processes would become operational in 2008. However, the CMS enhancements needed will now be implemented as part of DSM1. A factor in this decision was the provision of training. It was thought that a single training programme, linking the indictable process changes to the launch of DSM1, would be a more effective approach.

13.25 All of the above changes will lead to improvements in efficiency by ensuring that information is received more quickly and attached automatically to the appropriate case. The changes should also result in savings in terms of administrative staff time by reducing

the need for the manual handling of information, thereby freeing resources for important front-line services such as Community Liaison.

Policy Initiatives

13.26 A number of new policy statements will be published in 2009/10, including:

- A policy for prosecuting cases involving 'hate crime';
- A statement outlining the PPS approach to the prosecution of cases involving rape; and
- A policy for prosecuting road traffic offences.

13.27 These policy statements will be subject to consultation with key stakeholders.

Devolution

13.28 The Director and Management Board make the working assumption that policing and justice matters will be devolved to the Northern Ireland Assembly during the year. The Service will continue to work closely with the Northern Ireland Office and colleagues within the NI Civil Service to ensure that the necessary legislative, financial and personnel arrangements are in place should devolution proceed.

Higher Court Advocacy

13.29 At present the vast majority of cases before the Magistrates' and Youth Courts are prosecuted by PPS prosecutors, rather than by Counsel in independent practice. During 2009/10 it is proposed to extend the use of PPS prosecutors in County Court Appeals and in Crown Court cases. Guidance and instruction will be developed and a number of 'Higher Court Advocates' identified.

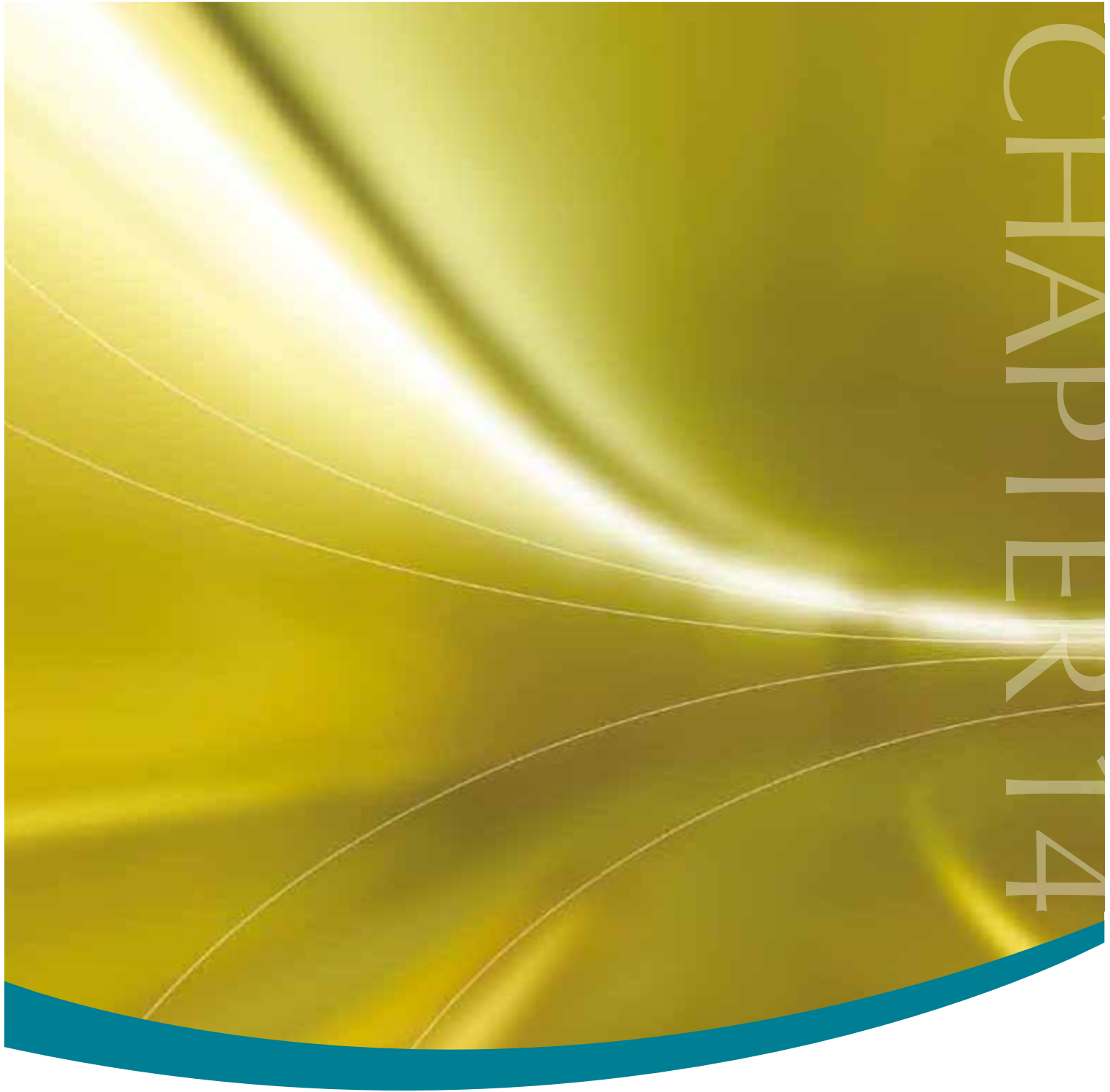
Bibliography

- Corporate Plan 2008 – 2011 and Annual Business Plan 2008/09
- Annual Report 2007/08*
- Code for Prosecutors

* 2008/09 Annual Report available from end July 2009.

CHAPTER 14

Crown Solicitor's Office



Role and Task

14.1 The Crown Solicitor's Office (CSO) provides a legal service to United Kingdom Government Ministers, some departments and agencies, the Police Service of Northern Ireland, the Policing Board for Northern Ireland, the Chief Electoral Officer for Northern Ireland and others, principally, but not exclusively, where civil proceedings are brought by or against them. The CSO is thus involved in a wide range of legal work including extradition, public and employer's liability litigation, insolvency, debt recovery, employment law, judicial review, inquests, charity law, applications for injunctions, habeas corpus applications, applications to the European Court of Human Rights, bona vacantia, public inquiries and general legal advice. In addition a number of miscellaneous statutory functions are conferred on the Crown Solicitor by statute, although most of these at present do not give rise to any significant volume of work.

14.2 The Northern Ireland Office Legal Advisers Branch (NIOLAB), a division within CSO, provides advice across four NIO directorates on reserved matters together with instructing Parliamentary Counsel on Westminster Bills extending to Northern Ireland in the reserved field; also drafting subordinate legislation and providing litigation support especially on incompatibility challenges to legislation under the Human Rights Act 1998.

Aim

14.3 The aim of the CSO is to provide a high quality, competitively priced legal service to its clients with which they are entirely satisfied and, to facilitate this aim, to train and develop staff.

Objectives

14.4 The objectives of the CSO are to:

- Provide a high quality legal service.
- Ensure that clients are satisfied with the legal service provided.
- Recover from clients the cost of running the CSO by charging for work done.
- Recover from clients the outlay expended on their behalf.
- Continually review and seek to improve efficiency in the use of resources.

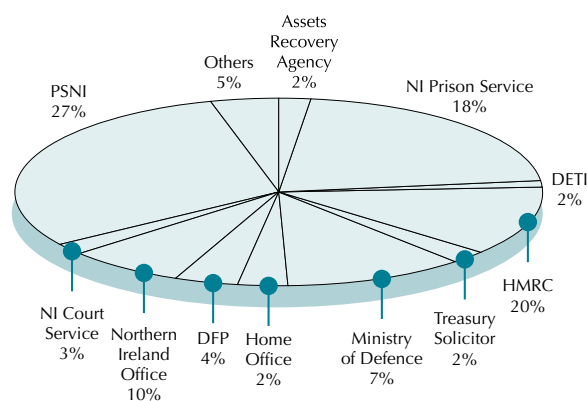
- Train and develop staff in accordance with Investors in People principles.

Looking Back over 2008/09

14.5 The CSO continued to recover its full running costs from its clients. The work undertaken by the Office is demand led, presenting a challenge to predict the volume of work and the associated resource requirements efficiently and effectively. Workloads are carefully monitored and adjustments made as required, on a timely basis, in order that the office continues to provide a level of service to meet its aims and objectives and to do this in the most resource effective way.

14.6 The CSO is on target to meet its financial objectives for the year including the recovery of its costs, the recovery of outlay and efficiency savings. The chart below shows the work of the office in terms of the percentage invoiced to each client during 2007/08.

Chart 14.1 – Amount Invoiced/Fees Generated – Financial Year 2007/08



14.7 The project to update and enhance IT provision continued; the NFlow Digital Dictation Software has been upgraded; and the IT system has been successfully security accredited.

14.8 Continuous Professional Development for all solicitors continued to provide an increased level of training for legal staff. It ensures that legal staff keep abreast of developments in their particular areas of law and interest and are then able to use this knowledge in the work they do for clients as well as advising clients of upcoming developments which may impact on their work and how they approach it. In addition, all legal staff participated in the leadership programme.

14.9 The CSO has observer status within the Government Legal Service (GLS) and participates in a number of specialist groups within GLS including the Litigation Group and the Employment Law Group. It therefore had access to experience and advice from the largest public law organisation in the UK. Best practice developments were brought to the attention of the Crown Solicitor and where appropriate, with adaption where necessary, were implemented and deployed within the office.

14.10 The CSO continued to provide its services to its clients in both advice work and in terms of representation. The office represents clients at every tier of the Civil Courts in Northern Ireland from County Courts to the High Court to the House of Lords; in the Magistrates' Courts it represents HMRC in condemnation proceedings; before the "appropriate judge" in extradition proceedings the office represents the judicial authorities of the various countries seeking the extradition of accused or convicted fugitives; clients are also represented in the Fair Employment Tribunal, the Industrial Tribunals, Public Inquiries and the Secretary of State for Northern Ireland is represented by the office before the Life Sentence Review Commissioners/Parole Commissioners and Sentence Review Commissioners.

14.11 The Human Rights Act 1998 and the jurisprudence from the European Court of Human Rights pervades a lot of the work of CSO clients, in particular the PSNI and the Prison Service. New challenges including compatibility challenges are a regular feature.

14.12 Work in connection with the Billy Wright and Rosemary Nelson Inquiries continued during the year. The oral evidence from witnesses represented by the CSO in both inquiries continues but the majority of witnesses have now given their evidence. The timetabling of final submissions has been set in the Rosemary Nelson Inquiry and an indicative timetable has been set in the Billy Wright Inquiry. These inquiries have placed considerable demands on CSO staff in terms of the time and commitment they have given to support witnesses both in the taking of statements and generally in connection with their giving evidence.

14.13 The volume of work associated with legacy inquests has increased and is expected to continue for some time.

14.14 Judicial review applications have over this period remained at a steady rate with the focus moving from

prisoner judicial reviews to immigration judicial reviews. These are nearly always urgent in that a removal date and time may have been set and an application is often brought and interim relief sought to stop the removal. Also during this period there have been a number of judicial reviews with particular importance to clients in the areas of policing and justice.

14.15 The volume of writs received, mainly accounted for by claims being brought by current and former members of the police and armed forces arising out of alleged hearing loss, has not abated. The associated workload has required additional resources to maintain the level of service expected and demanded by clients.

14.16 The Court of Appeal judgement is awaited in the post traumatic stress disorder group action.

14.17 The number of working time directive cases outstanding reduced to 1,400, down from over 6,000. Steps are on-going for these cases to be listed before the Tribunal.

14.18 The substantial increase in extradition work since the introduction of the European arrest warrant has not diminished during the year. There are no indications that this trend is likely to change.

14.19 NIOLAB staff, as part of a criminal justice team, delivered the Criminal Justice (NI) Order 2008 which provided for the most wide ranging reform of sentencing law for more than a decade. NIOLAB has, and is, making a major contribution to the implementation of the Order by preparing the necessary subordinate legislation.

14.20 The initial stage of the Legal Grading Review in the NIO was completed and the office, in conjunction with Personnel Services Division of the NIO, is developing a strategy for taking this forward.

14.21 Out of hours rotas had to be maintained and extended to deal with judicial reviews, applications for warrants of continued detention under the Terrorism Act and extradition.

14.22 CSO IT Services continued to support, maintain and develop the CSO network and business applications to meet the office's business needs. During the year this included the upgrade of the dictation software, undertaking a vigorous health check of the office's IT Systems which led to the successful security accreditation of the system and installation of additional security software.

Looking Forward

14.23 The most important challenge for the CSO will be the completion of the devolution of policing and justice. The impact on the Office will be significant. Contingency plans are almost complete to deal with this change especially in terms of the impact on staff, resources and continuity of service. It is vital to ensure that the quality of work undertaken on behalf of clients is unaffected.

14.24 The volume of work CSO will be required to undertake in 2009/10 is unlikely to decrease. Although work associated with the public inquires is likely to reduce during the year, this reduction is likely to be filled by legacy work.

14.25 The CSO IT system will be expanded to include an information portal and web site. The bespoke insolvency workflow software will be rolled out and work will be undertaken to ensure the security re-accreditation of the IT System.

14.26 The CSO will continue to provide its services in the most cost effective and efficient ways possible. Reviews of service level agreements, not previously reviewed, will continue. Work on keeping the IT system up to date will carry on.

14.27 CSO has continued to participate within the Government Legal Services for Northern Ireland (GLSNI) and is engaged in developing a policy on the movement of staff between the various participating units. This policy is vital if GLSNI is to operate effectively, in that it will enable legal staff to move between units and thereby gain different skills in different areas.

14.29 The CSO administration cost allocation for the 2008/09 financial year was £4.4 million (excluding provision for IT expenditure). There is also a provision for programme costs which are expended solely on behalf of the NIO.

Additional/General Information

Administration

14.28 The CSO comprises the Crown Solicitor, 22 full-time solicitors, 10 part-time solicitors, 42 full-time administrative staff and 10 part-time administrative staff. The CSO initially achieved Investor in People accreditation in 1999 and was re-accredited in 2002, 2004 and 2007.

APPENDIX A



CSR07 Departmental Strategic Objectives, Public Service Agreements and Key Performance Indicators 2008-2011

DEPARTMENTAL STRATEGIC OBJECTIVES (DSOs)	DSO 1	DSO 2 (Contributes to PSA 2)	DSO 3 and PSA 1 (Contributes to PSA 2)	DSO 4 and PSA 2	DSO 5
	To support a stable devolved government in Northern Ireland with responsibility for policing and justice, and a society reconciled with its past.	To manage offenders securely, safely and humanely.	To deliver an independent, fair and effective criminal justice system which supports and protects the community.	To work with PSNI and other policing partners to deliver effective and accountable policing services that can secure the confidence of the whole community.	To deliver Value for Money savings and to live within annual available funding.
PUBLIC SERVICE AGREEMENTS (PSAs)	PSA 1 JUSTICE FOR ALL				
	The public of Northern Ireland have confidence that the criminal justice system is delivering effective and timely justice for everyone.				
LEAD DIRECTORATE	POLITICAL	PRISON SERVICE	CRIMINAL JUSTICE	POLICING AND SECURITY	CENTRAL SERVICES

CROSS DEPARTMENTAL KEY PERFORMANCE INDICATORS (KPIs)	RE-OFFENDING				
	Delivering regimes and reducing re-offending.	Levels of overall re-offending.			
		Levels of serious re-offending.			
		COMMUNITY SAFETY			
		Levels of anti-social behaviour incidents.			
		Monitor Acquisitive crimes.			
CONFIDENCE					
Confidence in the fairness and effectiveness of the criminal justice system.					
Victim and witness satisfaction.					

DIRECTORATE KEY PERFORMANCE INDICATORS (KPIs)	An approach to the past capable of commanding cross community support.	Secure custody.	Time taken to trial in Crown, Magistrate's and Youth Court cases.	Strategic vision for policing.	Deliver savings from the eight Value for Money Reviews of £108 million over the CSR07 period.	
	Stable and continuous operation of the Belfast (Good Friday) Agreement.	Safety and prisoner health.	Improved range of options for the Judiciary (Sentencing review).	Revised policing structure and numbers.		
	Devolution of policing and justice.	Developing the Service and its staff.		A more representative police service.		
		Business improvement.		Parading/Public Order Strategy implemented.		

- DSO 1 and associated KPIs
- DSO 2 and associated KPIs
- DSO 3 and associated KPIs
- DSO 4 and associated KPIs
- DSO 5 and associated KPIs

Cross Departmental KPIs

- Joint Justice for All PSA and DSO 3 KPIs
- Joint Safer Communities and DSOs 2, 3 and 4 KPIs

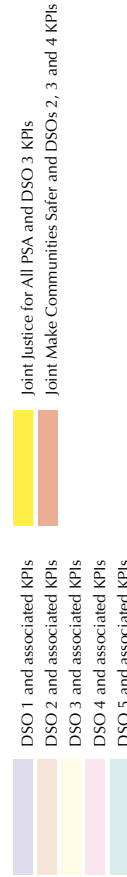
Notes
In the CSR07 framework DSOs and PSAs sit alongside each other. DSOs represent the NIO's strategic priorities for the CSR07 period. PSA outcomes represent a priority sub-set of government priorities for the same period.

CSR07 DSOs, PSAs, Indicators and Priority Actions 2008-2011

<p>DSO 1: A stable devolved government in Northern Ireland with responsibility for policing and justice, and a society reconciled with its past.</p>	
<p>Indicators</p> <p>Devolution of policing and justice.</p> <p>An approach to the past capable of commanding cross-community support.</p> <p>Stable and continuous operation of the Belfast (Good Friday) Agreement.</p>	<p>Priority Actions</p> <ul style="list-style-type: none"> Necessary arrangements in place by May 2008 to enable the devolution of policing and justice. Report of the Consultative Group on the Past to be completed in summer 2008. Continued effective operation of all institutions.
<p>DSO 2: To manage offenders securely, safely and humanely. (Contributes to PSA 2)</p>	
<p>Indicators</p> <p>Delivering regimes and reducing reoffending.</p> <p>Secure custody.</p> <p>Safety and prisoner Health.</p> <p>Business Improvement.</p>	<p>Priority Actions</p> <ul style="list-style-type: none"> To ensure that 87% of prisoners serving six months or more are working to a resettlement plan and that 97% of letters work to a life sentence plan, including preparation of the plan within the first six months of sentence; An average of at least 20 hours constructive activity per week for each sentenced prisoner; An average of at least 10 hours constructive activity per week for each remand prisoner. No escapes for Category A risk prisoners and no more than 3 escapes per 1,000 Category B, C or D risk prisoners. The number of staff assaulted by prisoners is less than a ratio of 3 per 100 prisoners; and the number of prisoners assaulted by prisoners is less than a ratio of 4 per 100 prisoners. Ensure that the average cost per prisoner place does not exceed £81,500 in 2008/09, £78,750 in 2009/10 and £76,500 in 2010/11.
<p>PSA 1 JUSTICE FOR ALL and DSO 3: To deliver an independent, fair and effective criminal justice system which supports and protects the community. (Contributes to PSA 2)</p>	
<p>Indicators</p> <p>Confidence in the fairness and criminal effectiveness of the criminal justice system.</p> <p>Victim and witness satisfaction.</p> <p>Reduced 'Time to Trial' for criminal cases brought to the Courts.</p> <p>Levels of re-offending.</p> <p>Levels of anti-social behaviour incidents.</p> <p>Monitor acquisitive crimes.</p> <p>Improved range of options for the Judiciary (Sentencing review).</p>	<p>Priority Actions</p> <ul style="list-style-type: none"> To increase public confidence in the fairness and effectiveness of the justice system by March 2011. To increase victim and witness satisfaction with the criminal justice system by March 2011. For criminal cases to be tried in the Crown Court to meet the following standards, on average: <ul style="list-style-type: none"> Charge to Prosecute: 140 days; For criminal cases to be tried in the Magistrates' Court to meet the following standards on average: <ul style="list-style-type: none"> Charge Cases (Charge to Decision to Prosecute): 54 days; Summons Cases (Report to First Appearance): 146 days; Charge Cases (Charge to Decision to Prosecute): 35 days; Summons Cases (Report to First Appearance): 132 days. To reduce overall re-offending rates by March 2011. To reduce serious re-offending by March 2011. To reduce the number of recorded anti-social behaviour incidents by 15% by March 2011; Work in partnership with lead Agencies in addressing most serious violent crime, including sexual assaults. Maintain acquisitive crimes e.g. domestic burglary and theft of and from vehicles at current reduced levels. To implement a range of sentencing provisions developed out of the Sentencing Framework Review, subject to Ministerial policy priorities and available resources.

<p>PSA 2 MAKE COMMUNITIES SAFER and DSO 4: To work with PSNI and other policing partners to deliver effective and accountable policing services that can secure the confidence of the whole community.</p>	
<p>Indicators</p> <p>A reduction in the impact of organised crime.</p> <p>Level of more serious violent crime.</p> <p>Increased public confidence in policing.</p> <p>A strategic vision for policing.</p> <p>Revised policing structures and numbers.</p> <p>A more representative police service.</p> <p>Parading/Public Order Strategy implemented.</p>	<p>Priority Actions</p> <ul style="list-style-type: none"> By March 2009 to have created a baseline and methodology to measure the harm caused by organised crime in Northern Ireland; By March 2010 to set a target for the reduction of harm caused by organised crime in 2010/11; By June 2008 to have produced a Northern Ireland Assets Recovery Action Plan for 2008/09 – 2010/11; By 2009/10 to increase recovery of criminal assets by £7.5 m – cross refers to Home Office delivery chain on Asset Recovery); To reduce level of more serious violent crime by March 2011. To maintain increased progress on annual targets based on a composite measure demonstrating public confidence in policing. To agree a strategic vision for policing with PSNI and Policing Board by June 2008. To review the strategic vision for policing by end June 2010. To carry out in 2009/10 a further vim review of police numbers in preparation for SR2009; and by 2011 to have revised police structures in place in accordance with the timetable for implementation of RPA. To achieve the Patten composition target of 30% Catholic officers by March 2011. By December of each year 2008/2009/2010 agree the military support required under MACPPO) for each of the following parade seasons 2009/2010/2011; To implement the agreed recommendations of the Strategic Review of Parading by end 2008.
<p>DSO 5: To deliver Value for Money savings and to live within annual available funding.</p>	
<p>Indicators</p> <p>Deliver savings from the eight VFM reviews of £199 m over the CSR07 period</p>	<p>Priority Actions</p> <ul style="list-style-type: none"> To deliver cash releasing savings as defined within each review – to be monitored by HMI Treasury.

KEY



APPENDIX B



Progress against SR2004 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 March 2008, this target was achieved with efficiency gains of £92.6m realised. The Department has been permitted by HM Treasury to carry over £11m of over-achieved efficiency gains to its current Value for Money Programme.

In addition to the £92.6 million of savings achieved as part of the SR2004 Efficiency Programme, the Northern Ireland Office delivered a further £11 million of net, cash-releasing savings by March 2008. To ensure incentives weren't created for departments to artificially delay efficiency measures, HM Treasury has agreed that these additional savings would score towards the Northern Ireland Office's CSR07 Value For Money target. Therefore to ensure absolute transparency about the figures reported, this £11 million has been netted from the total saved under the SR2004 Efficiency Programme and is reported as early-delivery towards the CSR07 Value For Money targets on page 26.

Overview of Efficiency Gains (£000s)

Some 170 efficiency initiatives were 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.

The table below shows the efficiency gains the Department has delivered broken down by the NIO's six Efficiency Programme Delivery Groups. At the end of the 2007/08 financial year, £92.6m of efficiency savings were delivered. Of the total £92.6m savings, £62.5m is cashable. As part of the programme measures were put in place to ensure that service quality was at least maintained, if not improved.

Headcount Reduction

One of the key aspects of the Government efficiency targets was a reduction in the number of civil and public servants. As part of the 2004 Spending Review settlement, NIO committed to workforce reductions of 1,446 public service posts which included 128 civil servant posts. At March 2008 there was a net reduction of 1,850 posts.

Lyons Relocation Target

The NIO was committed to the relocation of eight posts from its small London office to its offices in Belfast. This target has been met.

Table 3.1 - Overview of Efficiency Gains

DELIVERY GROUP	Results for 2004/5 (£000s)	Results for 2005/6 (£000s)	Results for 2006/7 (£000s)	Final Results for 2007/08 (£000s)
Police Service of Northern Ireland (PSNI)	5,200	30,026	64,701	72,370
Northern Ireland Prison Service (NIPS)	1,243	4,260	5,024	5,160
Central Services Directorate	1,200	2,380	2,445	2,710
Criminal Justice Directorate	355	7,162	8,026	9,038
Policing and Security Directorate	226	1,708	2,097	2,170
Political Directorate	378	1,069	1,144	1,200
NIO Total	8,602	46,605	83,437	92,648

Progress Against SR2004 PSA Objectives and Targets

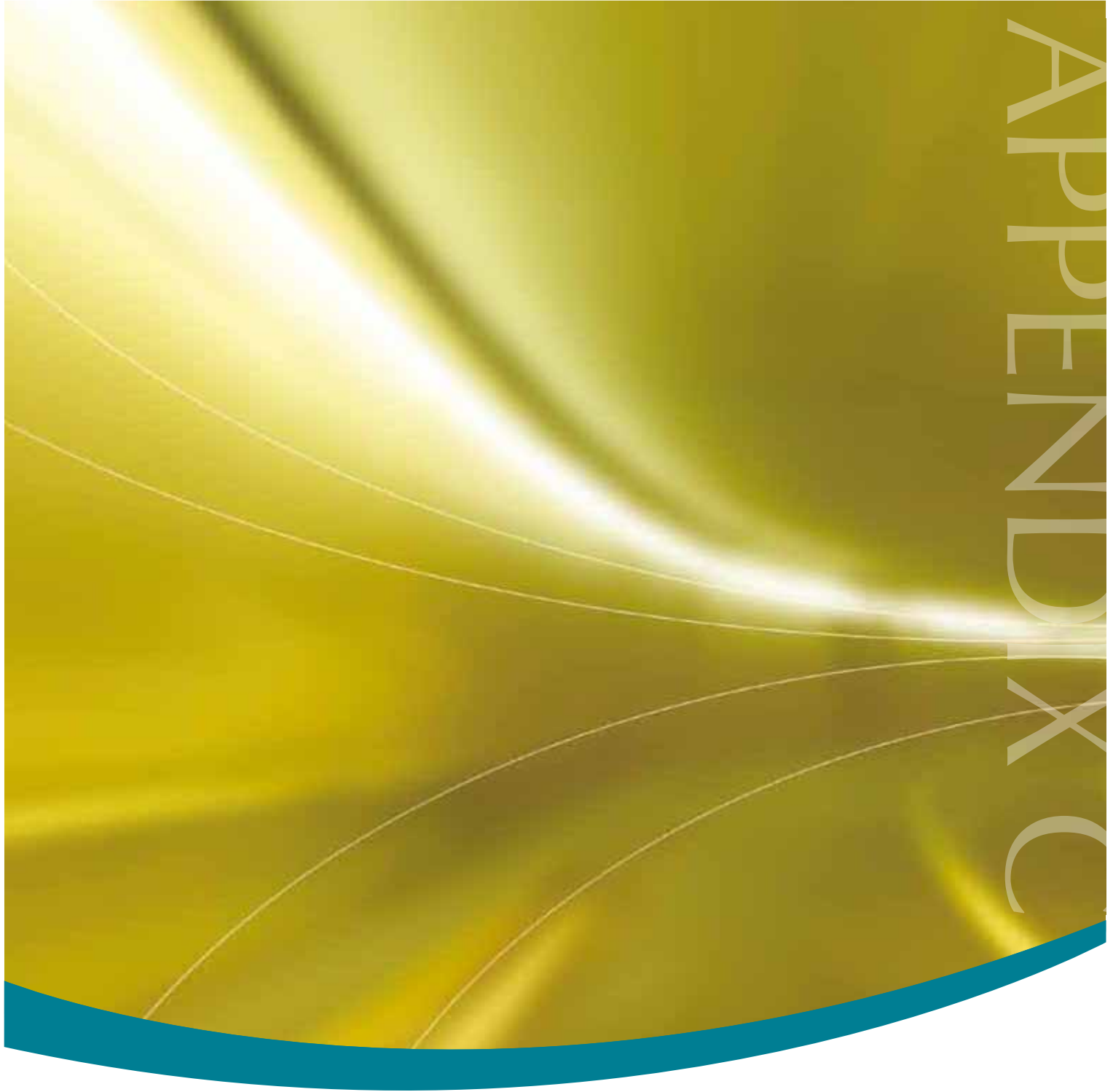
The following table provides an end of period report on the NIO's SR2004 PSA Objectives and Targets. All targets with an end date within the SR2004 period were achieved or exceeded. The target relating to increasing Catholic Representation in the Police Service, which has a completion date of 2011, has now been subsumed into a CSR07 Departmental Strategic Objective and progress will continue to be reported in that context in future Departmental Reports and Autumn Performance Reports.

Table 3.2 – Final Assessment Table for SR2004 PSA Objectives and Targets.

Objective	Target	Progress
To support the devolved institutions, in Northern Ireland when devolution returns and encourage further political developments through positive and constructive relations with the Assembly and Executive and the Irish Government and effective contributions to the British-Irish Council and British Intergovernmental Conference.	No specific target.	Work to secure the completion of devolution continued throughout the SR2004 period and cumulated in the re-establishment of the Northern Ireland Assembly on 8 May 2007. Preparatory work has ensured that when the Assembly is ready to request the devolution of policing and justice functions, the Government is ready to deliver the devolution of policing and justice.
To build and sustain confidence in the effectiveness and efficiency of the police service and police oversight and accountability arrangements in Northern Ireland.	<p>Target 1</p> <p>Increase confidence in the police through 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 police and policing arrangements.</p> <p>In addition</p> <p>Increase the Catholic representation in the police service to 39% by December 2010 as proposed by Patten with an interim target of 23.5% by March 2008.</p>	<p>Target Met</p> <p>Final outturn. NIO exceeded its target by three percentage points, reaching 79% by the end of the SR2004 period.</p> <p>On Course</p> <p>An internal interim target of 25.5% has been set for March 2009. Target now subsumed into DSO 4 under CSR07.</p>
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.	<p>Target 2</p> <p>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.</p>	<p>Target Met</p> <p>Final outturn. NIO exceeded its 42% target by two percentage points, attaining a confidence measurement of 44% by the end of the SR2004 reporting period.</p>

<p>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 minimize the potential for, and causes and effects of, public order disturbances and community strife.</p>	<p>No specific target</p>	<p>During the reporting period the NIO implemented the two-year security normalisation programme announced by the Secretary of State on 1 August 2005. This removed existing temporary security legislation contained in Part VII of the Terrorism Act 2000, which was no longer required in light of the enabling environment. Replacement arrangements to reduce the risks from intimidated and partisan jurors were put in place, along with new non-jury trial arrangements to help to ensure fair trials can be delivered. Residual powers for the military to assist the police in extremis (including situations of serious public disorder) were also put in place.</p>
<p>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>Target 3</p> <p>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. 	<p>Target Met</p> <p>Target over-achieved with recorded domestic burglaries down by 25% from original baseline figures.</p> <p>Target over-achieved with recorded theft of and from vehicles down by 53% compared to the original baseline figure.</p>
<p>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>	<p>Target 3 – part 3</p> <ul style="list-style-type: none"> • By April 2008, reduce the rate of reconviction by 5% compared to the predicted rate. 	<p>Target Met</p> <p>The predicted reconviction rate for the 2005 cohort was 45.9%, the actual reconviction rate at the end of the two year follow-up period was 42.8%. This represents a reduction in reconviction of 6.8% compared with the predicted rate (exceeding the target of 5%).</p>
<p>To ensure a cost effective prison service.</p>	<p>Target 4</p> <p>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>Target Met</p> <p>The Prison Service achieved its interim target in 2005/06 but failed to meet the interim target for 2006/07. However, it met the target overall by ensuring that the annual cost per prisoner place for 2007/08 was less than £82,500. The final outturn for 2007/08 was £81,254.</p>

APPENDIX C



NIO CSR07 Assets Management Strategy (April 2008 – March 2011)

A. CAPITAL STOCK SURVEY

1. As at 31 March 2007, the NIO's capital asset base, excluding Hillsborough Castle, had a net book value (NBV) of £909.97m. This was split as follows:

Table 1 – Capital Asset Base

Organisation	NBV @ 31 March 2007 £m	%
Police Service of NI (PSNI)	646	71
NI Prison Service (NIPS)	211	23
Core Department	31	3
Youth Justice Agency	20	2
Other NDPBs/Agencies	2	1
Total	910	100

2. Given the split of assets by organisation, the Asset Management Strategy focuses on the PSNI, NIPS, the Core Department and the Youth Justice Agency; combined, these represent 97% of the Department's asset base.

3. The split of the Department's asset base by asset category is as follows:

Table 2 – Capital Asset Category

Organisation	NBV @ 31 March 2007 £m	%
Land and buildings	776	85
Vehicles, plant and machinery	52	6
IT	51	6
Assets under construction	31	3
Total	910	100

4. As this table shows, the majority of the Department's capital assets (85%) are land and buildings, with 73% (£563m) of this total relating to the PSNI estate and 23% (£180m) to the NIPS estate.

Police Service Northern Ireland (PSNI)

Estate

5. The Police Estate covers a total gross floor area of 340,000m² with an open market valuation of £537m as of 31st March 2007.

6. The facilities range from standard police stations, headquarter sites, limited opening stations, hill top sites and logistics/transport bases. A number of sites are joint occupancy with the Ministry of Defence and a variety of leases and licenses exist with third parties.

7. The Estate consists of 128 police stations, 11 Headquarter locations, 39 Hilltop/Portal sites and 6 Training/Admin sites. Fifty-seven stations are open 24 hours, 71 stations are limited opening and 7 stations are lock and leave.

8. Thirteen stations are now over 100 years old with 54 further stations greater than 50 years old. This age profile requires increasing maintenance expenditure year-on-year to upkeep and replace the fabric and assets contained within the ageing building stock.

9. Whilst the PSNI Estate includes some modern high quality accommodation providing standards of space and facilities comparable to other Police Services, Estates Condition Surveys previously identified approximately £65m-£70m of outstanding maintenance work within which £8.5m was associated with Categories 1 and 2 Health & Safety works. This is a reflection of the lack of maintenance investment during the period 1980-1998 during which funding was channelled into the construction of secure new build stations and fortification of the existing building stock.

Information Technology

10. In November 2001, as a result of the Patten Report, the RUC became the Police Service of Northern Ireland (PSNI). The Patten Report recommended "an urgent, independent, and in-depth strategic review of the use of information technology (IT) in policing". It

also recommended that the PSNI should develop a “properly resourced strategy that places them at the forefront of law enforcement technology within 3 to 5 years’.

11. In order to implement Recommendation 93 above the ICS department drew up two strategy documents:

- IS Strategy 2001-04; and
- IS Strategy 2004-08.

12. The IS Strategy 2001-04 aimed to deliver the future Information Technology needs of the organisation to support its business objectives in order to place the Police at the forefront of law enforcement technology. Most of the investment of the IS Strategy 2001-04 focused upon the provision of IT infrastructure, with initiatives such as Project Barracuda, Common Terminal, Administrative Information Systems (AIS), Data Network Infrastructure Upgrade (DNIU) and AccessMaster consuming the majority of resources. This focus on infrastructure development has provided the essential foundation on which new business applications can be delivered.

13. The focus of the revised Strategy (IS Strategy 2004-08) is on building on these initiatives to implement technologies and applications that support business process change, provide a robust technology infrastructure that supports new business applications and, in particular, to provide improved support for the work of operational police officers.

Northern Ireland Prison Service (NIPS)

Estate

14. The prison estate consists of three establishments, a separate prisoner assessment unit and a training college.

15. The current net book values of each site at 31 March 2007:

Table 3 – NIPS Estate Net Book Value

Assets	£m	Maghaberry	Magilligan	Belfast	Hydebank	PSC(1)
Land	6.5	1.2	0.6	0.7	1.1	2.9
Building	170.5	90.1	28.9	1.9	47.8	1.8
Dwellings	2.5					2.5
Sub Total	179.5	91.3	29.5	2.6	48.9	7.2
Assets (Awaiting Disposal)	0.3					
IT	3.4					
Assets (Under Construction)	8.5					
Vehicles; F&F; P&E	18.7					
Total Assets	210.4	91.3	29.5	2.6	48.9	7.2
Notes						
(1) PSC – Prison Service College						

16. Each of the three establishments have been reconfigured during their lifespan altering the configuration and category of inmate on which they were originally envisaged and in some instances the population they were designed to house. This has been due to both the ebb and flow of the prisoner population during recent years but also the closure in 1996 of Belfast Prison (accommodation for around 640 within a single Radial block) and the Maze in 2000 (accommodation for around 800 within eight H-blocks).

17. As a consequence of the closures and the contraction of the estate the remaining establishments have had to accommodate all categories of prisoners. This has seen an unprecedented level of complexity introduced to the two adult male sites and the movement of females to accommodation within the male Young Offenders Centre. The result is an uneasy mix of prisoner categories housed in close proximity with each other in accommodation that is not best suited to meeting modern needs.

Forensic Science Northern Ireland (FSNI)

Estate

18. The FSNI currently operates from leased PSNI accommodation at Seapark, Carrickfergus.

Current Asset Base at 31 March 2007

19. The current net book values of assets held by FSNI at 31 March 2007 are as follows:

Table 4 – FSNI Assets Net Book Value

Net Book Value @	Computers £k	Temporary Buildings £k	Plant & Equipment £k	Motor Vehicle Assets £k	Intangible £k	Total £k
31/03/07	559	801	1,159	11	44	2,574

Youth Justice Agency (YJA)

Estate

20. The YJA estate currently consists of two operational sites – the Juvenile Justice Centre (JJC) at Woodlands in Bangor and a Community Services Regional Office located at Whitefield House in South Belfast.

21. The construction of a new purpose built replacement Juvenile Justice Centre adjacent to the old Centre on the Woodlands site was completed in December 2006 and has been operational from January 2007. The new Centre has capacity to house 48 young people in six eight bedded accommodation units and also includes catering, educational, vocational training and gym facilities. The Centre was delivered and opened on time and on budget with construction and development costs having been met from the £65m proceeds from the sale, in April 2007, of land occupied by the old Centre.

22. Whitefield House is an old building constructed in the 1950s measuring 7,966 square feet and is currently used to accommodate two Community Services projects in addition to its Community Services Transport and Outdoor Pursuits Sections. It accommodates 11 Youth Justice Agency staff and provides educational and craft facilities for young children who attend Community Services Projects located at the building. It is also a base for 3 members of staff of the voluntary sector body, Extern, which run the Inside Out Project and which is funded by the Agency.

23. A condition report on Whitefield House undertaken by Construction Service in September 2000 highlighted the need to upgrade the condition of the building. The estimated current costs of this as well as ensuring DDA compliance is approximately £600k. In light of its deteriorating physical condition and the significant investment required to

upgrade the premises, the Management Board of the Agency has given its approval to dispose of the site and relocate the Community Services Projects.

24. The current net book values of each site at 31 March 2007 are:

Table 5 – YJA Estate Net Book Value

Property	Land (£m)	Buildings (£m)
JJC, Woodlands	0.20	17.51
Whitefield House	0.53	0.47
Total	0.73	17.98

Information Technology

25. YJA's IT assets consist of OASIS networked servers, PCs and printers located at the Agency's Headquarters in Waring Street and at the new Juvenile Justice Centre (JJC) at Woodlands. There are also a number of standalone PCs and laptop computers, located at regional and local Community Services and Youth Conference Service offices. The total NBV of the Agency's IT assets at 31 March 2007 is £410k which includes the capitalised costs of the Agency's accounting, payroll and personnel systems and their associated software licenses.

Other Assets

26. YJA's remaining asset base consists of vehicles, plant & equipment and fixtures and fittings, and assets awaiting disposal, the total NBV of which was £1,027k at 31 March 2007.

Core NIO Department

Estate

27. The core NIO's asset base consists largely of residential housing stock and IT assets. All residential housing stock is planned to be disposed of as part of the Department's asset management strategy by 2010-11.

Information Technology

28. IT assets largely consist of the Department's OASIS IT network. This is due to be refreshed over the CSR07 period and forms part of the capital bid.

B. ASSET DISPOSAL PLAN

29. The Department is committed to assets disposal totalling £75m in the period April 2004 to March 2011. A total of £27m of these disposals will be in the CSR07 period as shown in the table below. Throughout the CSR07 period, the potential to increase asset disposals will be examined.

Table 6 – Asset Disposal Plan

	2008/09 £k	2009/10 £k	2010/11 £k	Total £k
PSNI	4,000	5,000	7,000	16,000
Core Department	1,300	2,400	2,600	6,300
Probation Board	800	650	1,400	2,850
Youth Justice Agency	1,500	0	0	1,500
Total	7,600	8,050	11,000	26,650

Police Service Northern Ireland (PSNI)

30. DCU Commanders have reviewed the operational stations as part of the preparation of the 2005 Estate Strategy. As a consequence, the Estate Strategy lists 61 stations for potential review and possible closure. DCU Commanders are required to expedite a community consultation process and obtain agreement with the local District Policing Partnership Board regarding closure.

31. The new build programme contained within the Estate Strategy will allow for the closure and disposal of a number of existing stations such as Omagh, Ballymoney and Downpatrick.

32. The PSNI completed a Headquarters and Support Sites Estate Review in 2006 which resulted in the identification of potential Headquarter sites for disposal e.g. Gough Barracks and Sprucefield.

33. The PSNI utilises the Valuation and Lands Agency to manage the disposal process in accordance with HM Treasury and OGC Guidelines.

Northern Ireland Prison Service (NIPS)

34. NIPS have agreed to participate in the Integrated Training College at Desertcreat in conjunction with the PSNI and the Fire Service. NIPS will contribute £10m to the costs raised through the disposal of its current training facility, the Prison Service College (PSC) at Millisle but cannot dispose of this site until it relocates to the new training facilities at Desertcreat. At this time it is not expected to do so until 2011/12.

Forensic Science Northern Ireland (FSNI)

35. There are no significant disposal plans within the CSR period. The Agency intends to dispose of temporary buildings when it moves to new accommodation.

Youth Justice Agency (YJA)

36. Assets Awaiting Disposal comprising surplus plant & equipment and fixtures and fittings from the old JJC are in the process of being sold at auction, with a NBV at 31 March 2007 of £104k.

37. The disposal of Whitefield House has been approved by the Agency's Management Board and is being taken forward by the Department along with the disposal of other Departmental sites.

Core NIO Department

38. The core NIO's asset base consists largely of residential housing stock and IT assets. All residential housing stock and office accommodation is planned to be disposed of as part of the Department's asset management strategy by 2010-11.

C. FORWARD INVESTMENT PLANS

39. The Department capital baseline for CSR07 period is £72m per annum. This, together with the proceeds of capital disposals and capital end-of-year flexibility brought forward from the SR04 period will allow the Department to undertake a significant capital investment programme. As part of the business planning process, all procurement options for capital investment are considered, for example PPP.

40. The Department's capital investment over the CSR07 period will focus on three key projects:

- A new police training college (in conjunction with the NI Prison Service and the Fire and Rescue Service).
- New Forensic Science accommodation, and
- A new/replacement prison.

41. The Department is working with the Northern Ireland Strategic Investment Board (SIB) on these projects.

Police Service Northern Ireland (PSNI)

42. The PSNI contributes directly to the Department's Strategic Objective 4 – "To work with PSNI and other policing partners to deliver effective and accountable policing services that can secure the confidence of the whole community."

43. The plans for a new Police College in conjunction with the Northern Ireland Fire Service, Prison Service and Rescue Service were announced by

the Secretary of State in February 2007. Current forecasts estimate that the Department will contribute £52m to this project in the CSR07 period.

44. Other investments in the following categories:

- Supplies.

Projected spend is to maintain minimum standard in uniform and equipment across the period.

- Transport.

Capital spend on vehicles reflects the changing needs of local policing, whilst the cost of armoured vehicles is expected to decrease across the CSR period. In addition it is planned to replace the fixed wing aircraft in 2008/09, as the current Islander is nearing the end of its operational life.

- Telecom & Information Technology.

Spend within Telecommunications and Information Technology is in accordance with the programmes of work associated with the approved IT Strategy.

- Estates - Land and Buildings.

Across the CSR period, the Police Service plan to develop and construct new build police station projects at Omagh, Downpatrick, Ballymena, and Musgrave Street. In addition, extensions at Castlereagh and Armagh will be completed. Work on upgrading custody facilities will take place.

45. The CSR2007 period will cover the three critical years identified within the Police Service 2005 Estate Strategy. Major Works will focus on new buildings at Omagh, Musgrave Street, and Downpatrick. Possible additional new build projects at Ballymena, Crossmaglen and Newtownhamilton will be developed and may be commenced on site, subject to available funding. In addition, a number of significant maintenance upgrade projects at existing DCU Headquarters will be implemented and will be capitalized due to the significant scale of works.

46. The Property Management Strategy continues to address the backlog of maintenance identified in the Annual Condition Surveys. The objective is to achieve Accommodation Standards compliant with Home Office requirements within the building stock, which will be fit for purpose for the next thirty years. Reactive and Cyclical Maintenance continue to be required each financial

year due to legislative and Health & Safety issues. Minor Works will be required during the CSR07 period in order to satisfy minor accommodation needs within the existing building stock such as small extensions, additional office provision, security and ICS requirements.

47. The Northern Ireland Policing Board owns the Estate and the Terms of Reference of the Police Act 2000 combined with the Conditions of Grant, 2002, define the scope of involvement of the Northern Ireland Policing Board in the business of the Estate Services Business Unit.

48. The Estate Strategy of 2005, endorsed by the NIPB and the subject of discussion with District Policing Partnership Boards, Oversight Commissioner, provides the foundation for the Estates work programmes. The key elements of this Strategy will support the development of building stock required to deliver operational policing plans and Headquarter Departmental services during the next 35-50 year period. The objective is to develop a fit for purpose Estate supporting policing initiatives throughout Northern Ireland in the medium and long term, addressing maintenance backlog issues, Health & Safety issues and achieving the Home Office Accommodation Standards in relation to police facilities.

Northern Ireland Prison Service (NIPS)

49. The NI Prison Service contributes directly to the Department's Strategic Objective 2 – "To manage offenders securely, safely and humanely."

50. In December 2007 Prisons' Minister Paul Goggins announced a comprehensive plan for the provision of prison places in Northern Ireland over the next ten years for the adult male estate. HMP Magilligan is to be redeveloped on a phased basis as a maximum 800 bed facility for sentenced prisoners. Planning is to begin as soon as possible with construction due to commence in 2011/12. At this early stage it is anticipated that overall costs will be in the region of £200m. The Minister further announced that additional accommodation to meet continuing population needs would be provided at Maghaberry Prison with the development of Mourne House as a 300 bed facility by 2011. This work is already under way.

51. The option chosen requires the addition, refurbishment and/or replacement of existing cellular and support facilities until such times as the growth in prisoner numbers reaches a level requiring a final

decision on a potential third adult male location. On current trends the prison population for adult males would double by 2022, having increased by over 50% in the last seven years. NIPS has committed to monitoring the population trends on an annual basis given the draft Criminal Justice (NI) Order 2007, the potential for diversion, and the uncertainty over future population numbers. Major accommodation pressures remain in the short term to meet population rises and reduce the level of doubling within the adult male estate, particularly at Maghaberry.

Forensic Science Northern Ireland (FSNI)

52. FSNI provides essential services to the Northern Ireland criminal justice system, services which are increasingly threatened by the difficulties arising from the inadequate accommodation at Seapark.

53. FSNI has been progressing a modernisation programme to re-engineer many of its services and to increase their robustness and overall efficiency. This programme has delivered much, but many of the potential gains from that work are dependent on the Agency being able to move to modern accommodation which would enable some of the real gains, in terms of efficiency and increased quality of service, to be realised and delivered to customers. An outline business case for new accommodation is currently being prepared.

D. ASSET MANAGEMENT PRACTICE

The Maintenance of Assets

54. All substantial refurbishment projects and new build projects are the subject of full Investment Appraisal incorporating project justification, scoping, end user involvement, risk and qualitative assessment. Post project evaluation applies to all major new builds and significant refurbishments. The project management process is milestone based and incorporate OGC Gateway Reviews where required.

Examples of good practice: Youth Justice Agency

55. Maintenance of the new Juvenile Justice Centre in the first few years is likely to be low, however both planned and reactive maintenance contracts have been set up and extended warranties are in place to cover the second and third years of the building's life.

56. For the future, as part of the operation of the new Centre, a new computerised (bar-coded) inventory and maintenance management system has been installed which will aid planned maintenance of all equipment (not just capitalised equipment) and will also enable assets approaching the end of their estimated useful lives to be identified and their use to the business and potential for disposal assessed. This system will also assist in profiling investment plans for replacement equipment/assets.

Police Service Northern Ireland

57. PSNI develops a 5-year Forward Maintenance Plan, each year of which is reflected within the Annual Business Plan, the subject of endorsement by the PSNI Chief Officers via the Supplies, Estates and Transport Governance Committee.

Corporate Governance

58. Business cases must be developed for all major capital projects. These are reviewed by the Department's Financial Services Division for their compliance with the Green Book requirements, best value criteria and that they evidence the application of robust project management skills to ensure delivery, before approval is given before HM Treasury approval is sought.

59. Risk management with the particular use of risk registers is an integral part of the process; representation of finance staff on major project boards is normal practice to ensure that financial control issues are effectively applied.

Financial Management

60. The Departmental Board Finance Committee will review capital disposals against forecast on a quarterly basis to ensure that disposals are on target against forecast and that disposal proceeds are maximised.

Delegation and Accountability

61. Treasury is engaged on all major projects above departmental delegation levels. Information on best practice and innovative approaches to procurement are disseminated to all stakeholders.

Police Service Northern Ireland

62. The PSNI are seeking to exploit opportunities for third party utilisations, particularly within the area of police surgeries in community centres. A number of initiatives are under consideration at Ballywalter, Beragh, Crumlin, Carryduff and Portadown. The PSNI hope to encourage other public sector bodies/agencies to utilise under-utilised stations although it is recognised that security considerations are negating this initiative. However, the Immigration Service has recently agreed to occupy a limited opening station at Templepatrick and this is an example of such possible shared services.

APPENDIX D



Planning and Management of Resources in the Northern Ireland Office

Planning

The 2008/09 financial year marked the start of the 2007 Comprehensive Spending Review providing the NIO's funding for the next three financial years.

this only includes expenditure on police pensions. This spending is known as Annually Managed Expenditure (AME) and is typically controlled within annual budgets. Policies impacting on the level of AME are only contemplated where it is clear that these can be financed by a fair and efficient tax system. Together, DEL and AME make up Total Managed Expenditure (TME).

Reporting Performance

Performance against the PSA targets is reported on biannually in the Autumn Performance Report and in the Departmental Report. These documents can be found on the NIO web site.

Accounting and Budgeting for Capital Spending

Special treatment is required for the management of capital spending to ensure that investment in capital for the future is not reduced to fund short-term pressures in current funding. Within the DEL, there are separate budgets for administration and programme expenditure (referred to as "resource" in total) and capital expenditure. The capital budget is ring-fenced i.e. available only to be used for capital spending, but there is freedom to transfer resource spending to longer-term capital projects.

Management and Control of Resources

Departmental Expenditure Limits

Departmental spending is governed under firm limits (Departmental Expenditure Limits, or DELs) which guarantee funding for the whole of the three year period, instead of just one year. Resource DEL includes administration and programme expenditure, with a separate DEL for capital expenditure.

This system contains flexibilities to allow departments to reprioritise their expenditure in ways that will enable them to meet their objectives more effectively, for example the End-Year Flexibility (EYF) system normally enables departments to carry over 100% of unspent resources into the next financial year.

Techniques for Improving the Management of Income, Expenditure and Assets

The NIO operates Resource Accounting and Budgeting (RAB) which uses the concept of accruals accounting. This offers many advantages, but perhaps the most significant benefit of accruals accounting is that it fosters a greater awareness of the cost of assets and enhances the Department's capacity to manage its existing assets base more efficiently and effectively.

Annually Managed Expenditure

Certain forms of volatile or demand-led expenditure cannot be managed in the same way as DEL. For the NIO,

Financial Reporting

The NIO's Resource Accounts are the main financial reports of the Department. For the 2008/09 year these are due to be laid before Parliament in July 2009, in line with HM Treasury's faster closing deadlines. They comprise the following schedules:

Statement of Parliamentary Supply

- This includes the Summary of Resource Outturn, Net Cash Requirement and Summary of Income Payable to the Consolidated Fund and compares actual expenditure and income with the resources voted by Parliament in the Estimate.

Operating Cost Statement, Statement of Recognised Gains and Losses, Balance Sheet and Cash Flow Statement

- These statements record the financial activity during the year.

Consolidated Statement of Operating Costs by Departmental Aims and Objectives.

- This shows resources grouped in terms of the NIO's overall objectives as defined in the Public Service Agreement.

Chart 1 at the end of this appendix illustrates the main elements of the public expenditure process and their relationship to each other.

Planning and Management of Resources: A Glossary of Terms and Concepts

Accruals Accounting: financial statements may be compiled on one of two bases, cash or accruals. In cash accounting, only monies paid and received in the period are brought to account. No attempt is made to match expenditure incurred in the period with revenue earned (or output achieved). Under accruals accounting, costs and revenue are recognised as they are respectively incurred and earned, and dealt with in the period to which they relate. In addition, the accruals system recognises assets held and liabilities outstanding at the end of the financial period. These are disclosed in a balance sheet (see also **Assets, Balance Sheet, Liabilities, Resource Accounting and Budgeting**).

Administration Costs: these lie within Departmental Expenditure Limits. They cover departments' current expenditure on staff, accommodation and equipment used in the administration of central government and the direct delivery of services by departments and their agencies. In practice, the main items of administration costs are:

- civil service staff costs*, wages and salaries, social security costs and superannuation costs;
- other employee-related costs*, including those for training, travel and subsistence;
- current expenditure on accommodation*, including rent, rates and maintenance;
- current expenditure on office services* including stationery, postage, telecommunications and computer maintenance;
- comparable contracted-out services*, and consultants' fees where these relate to activities otherwise covered by administration cost controls or ordinarily performed by civil servants;
- depreciation and cost of capital charges* on fixed assets held for the purpose of managing the delivery of services;
- cost of capital charges on working capital* related to managing the delivery of services; and
- other non-cash items* such as auditors' remuneration and expenses, loss or gain on disposal of fixed assets held for administration purposes, and provisions for early departure costs (see also **Programme Costs**).

Annually Managed Expenditure: this is spending included in Total Managed Expenditure, which does not fall within Departmental Expenditure Limits. Expenditure in AME is generally less predictable and controllable than expenditure in DEL (see also **Departmental Expenditure Limits, Total Managed Expenditure**).

Assets: anything of value owned or controlled by an organisation as a result of past transactions or events. Assets may be current or fixed (see also **Liabilities**).

Examples of Current Assets:

- Stocks (for example raw materials, work-in-progress).
- Debtors and prepayments.
- Cash at bank or in hand.

Examples of Fixed Assets:

- Tangible: Land, buildings, plant and machinery, vehicles, furniture, computers.
- Intangible: Computer software.

Balance Sheet: a statement of organisational wealth (assets less liabilities) at a point in time (see also **Assets, Liabilities**).

Control Total: the measure used by the government to plan public expenditure for the medium term, and monitor and control it within each financial year.

Cost of Capital (interest): a charge set by HM Treasury to ensure an appropriate return on taxpayers' equity.

Creditors: suppliers or others to whom the organisation owes money (see also **Debtors**).

Debtors: customers or others who owe money to the organisation (see also **Creditors**).

Departmental Expenditure Limits: expenditure which departments can control overall, though some elements may be demand-led (see also **Administration Costs, Annually Managed Expenditure, Total Managed Expenditure**).

Depreciation: a measure of the fall in value of a fixed asset as a result of use, physical deterioration, obsolescence or the passage of time.

End-Year Flexibility: a mechanism to allow unspent provision in the Departmental Expenditure Limit in one year to be carried forward to the next to encourage good financial management.

Estimate: a statement of how much money the Government needs in the coming financial year, and for what purpose(s), through which Parliamentary authority is sought for the planned level of expenditure and receipts.

Grant: payments made by departments to outside bodies to reimburse expenditure on agreed items or functions.

Grant-in-aid: regular payments made by departments to outside bodies (usually non departmental public bodies) to finance expenditure on agreed items or functions.

Liabilities: the obligation to confer future economic benefit as a result of past transactions or events. May be *long-term* (e.g. provisions for the costs of early retirement) or *current* (e.g. creditors and accruals) (see also **Assets**).

Notional Items of Expenditure: expenditure which does not involve an actual cash transaction but which must be reflected in the accounts to show the full cost of a body's activities.

Prepayments: expenditure on goods and services for future benefit, which is to be charged to the cost of future operations.

Programme Costs: all of the non-administration costs of the department, including grants and direct programme expenditure. Elements of cost will include depreciation on assets and the cost of capital charge for assets and liabilities in respect of programme expenditure (see also **Administration Costs**).

Public Service Agreement, PSA: a plan setting out what the department will deliver, in the form of measurable targets, over the public expenditure review period, in return for its agreed spending. **PSAs** set for each department explicit aims, objectives and targets to be achieved in return for funding provided in the respective spending reviews (see also **Service Delivery Agreement**).

Request for Resources (RfR): the functional level into which departmental estimates may be split. **RfRs** contain a number of functions being carried out by the department in pursuit of one or more of that department's objectives.

Resource Accounts: these are accruals-based accounts for government departments. They comprise:

- **Statement of Parliamentary Supply** – compares actual costs and cash to estimate.
- **Operating Cost Statement** – administrative and programme costs, less income.
- **Balance Sheet** – with assets and liabilities.
- **Cash Flow Statement** – net cash spent to run the department and to buy capital items.
- **Consolidated Statement of Operating Costs by Departmental Aims and Objectives** – analysis of costs by each of the department's objectives.
- **Notes** – analysis and more detail, including accounting assumptions.

Resource Accounting: a method of recording expenditure as it is incurred, and income as it is earned, during an accounting period.

Resource Accounting and Budgeting: introduces generally accepted accounting practice (GAAP) into government accounting. The main changes are the adoption of accruals accounting for all departmental expenditure and the inclusion of depreciation and cost of capital charges in departmental budgets (see also **Accruals Accounting**).

Resource Budget: the means by which the government plans and controls the expenditure of resources to meet its objectives.

Resource Estimates: these are the government's formal request to Parliament for finance for most central government expenditure. Each department normally has one estimate, broken down by 'Requests for Resources'.

Spending Review: this sets DEL and plans AME for the following three years.

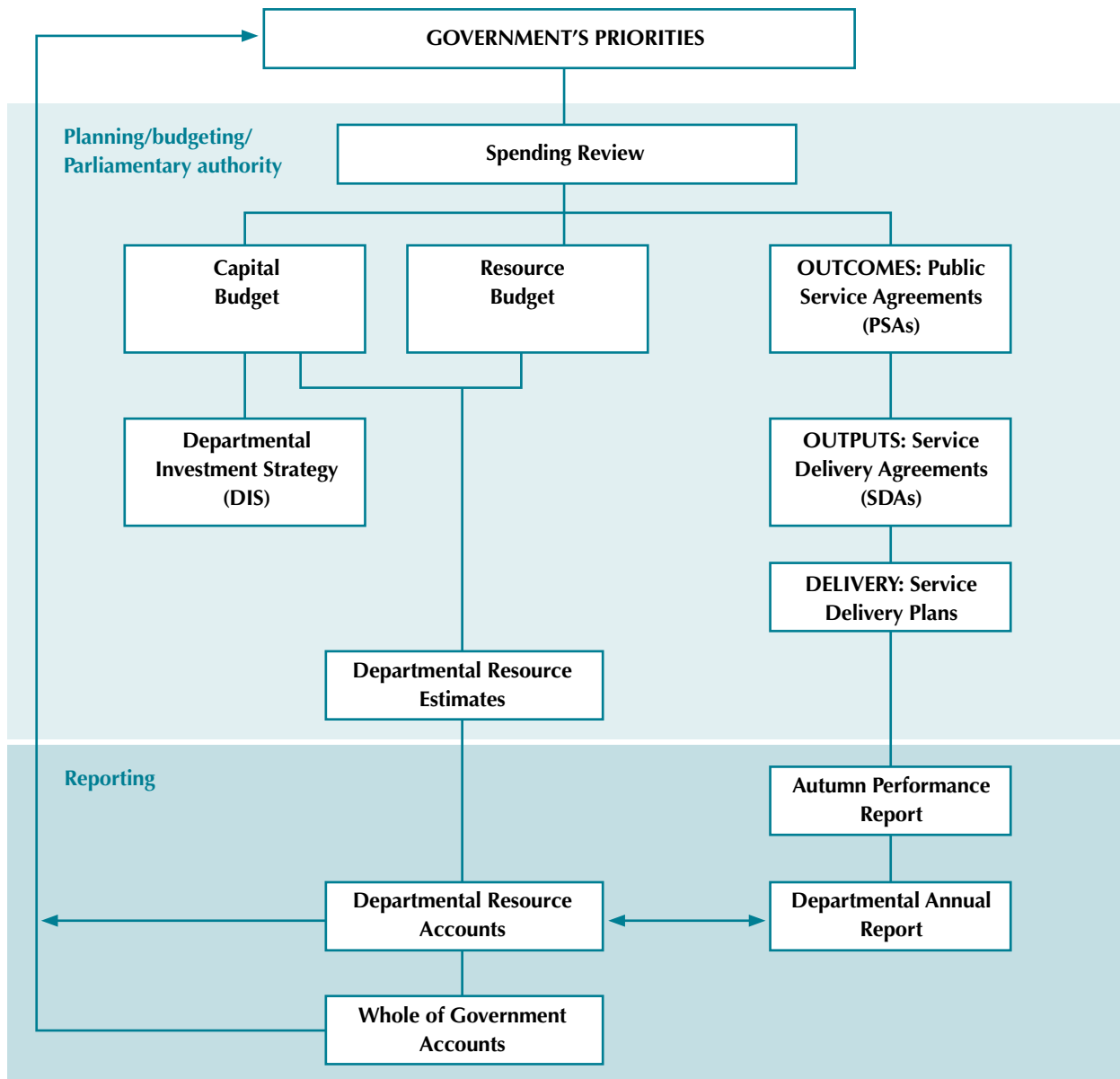
Subhead: individual elements of departmental expenditure identifiable in Estimates as single items.

Technical Note: explains how the performance targets set out in the PSA will be measured.

Total Managed Expenditure: a Treasury budgeting term which covers all current and capital spending carried out by the public sector (see also **Annually Managed Expenditure, Departmental Expenditure Limits**).

Vote: refers to the process by which Parliament approves funds in response to Resource Estimates.

Chart 1 – Main Elements of Public Expenditure Process



APPENDIX E



Core Funding Tables

Table 1 – NIO Public Spending

Table 2 – NIO Resource Budget

Table 3 – NIO Capital Budget

Table 4 – Grant to the Northern Ireland Consolidated Fund 2009/10

Table 5 – NIO Administration Costs

Table 6 – NIO Staffing Figures

Table 7 – Senior Civil Service Salaries

Table 1 – NIO Public Spending

	2003-04 Outturn	2004-05 Outturn	2005-06 Outturn	2006-07 Outturn	2007-08 Outturn	2008-09 Estimated Outturn	2009-10 Plans	2010-11 Plans	£ 000's
Consumption of resources:									
Playing a full part in implementing the Good Friday Agreement and representing the interests of Northern Ireland in the United Kingdom Government; supporting and developing a sufficient, effective and responsive criminal justice system; upholding and sustaining the rule of law and preventing crime; and maintaining a secure and humane prison service and reducing the risk of re-offending									
Total resource budget	1,043,964	1,357,737	1,388,669	1,465,834	1,579,730	1,606,069	1,462,910	1,463,717	
of which: resource DEL	1,043,964	1,149,527	1,176,389	1,251,784	1,343,288	1,342,055	1,186,462	1,174,459	
of which: depreciation	40,627	43,954	47,584	65,552	52,674	58,986	98,678	99,833	
Capital spending:									
Playing a full part in implementing the Good Friday Agreement and representing the interests of Northern Ireland in the United Kingdom Government; supporting and developing a sufficient, effective and responsive criminal justice system; upholding and sustaining the rule of law and preventing crime; and maintaining a secure and humane prison service and reducing the risk of re-offending									
Total capital budget:	49,748	70,758	59,048	72,416	8,639	77,758	76,703	71,903	
of which: Capital DEL	49,748	70,578	59,048	72,416	8,639	77,758	76,703	71,903	
Total public spending by NIO †	1,053,085	1,384,541	1,400,133	1,472,698	1,535,695	1,624,841	1,440,935	1,406,060	
† Total departmental spending is the sum of the resource budget and the capital budget less depreciation. Similarly, total DEL is the sum of the resource budget DEL and capital budget DEL less depreciation in DEL.									

Table 2 – Resource Budget For The Northern Ireland Office

	2003-04 Outturn	2004-05 Outturn	2005-06 Outturn	2006-07 Outturn	2007-08 Outturn	2008-09 Estimated Outturn	2009-10 Plans	2010-11 Plans
Policing and security: <i>of which:</i>	763,538	880,460	852,771	910,275	979,216	967,429	888,433	871,419
Other policing and security costs	42,796	64,095	71,284	80,599	117,934	120,843	102,956	98,615
Direct Policing Costs ¹ .	692,410	771,642	723,835	774,978	799,719	781,374	754,101	739,933
Patten Report: severance costs	10,191	25,600	30,072	32,156	41,444	43,810	4,320	-
Patten Report: non-severance costs	18,141	19,123	27,580	22,542	20,119	21,402	27,056	32,871
Criminal Justice: <i>of which:</i>	19,647	23,217	26,889	26,980	28,862	27,831	23,104	23,038
Forensic Science	561	747	1,042	1,214	1,022	1,545	1,589	1,073
Criminal Justice ² .	19,086	22,470	25,847	25,766	27,840	26,286	21,515	21,965
Public Prosecution Service ³.	19,339	22,619	25,135	32,737	32,001	35,960	31,258	35,133
Prisons ⁴ .	112,194	114,175	129,349	134,950	133,301	133,867	131,383	131,753
Compensation Agency ⁵ .	28,482	26,230	45,099	28,186	55,892	54,246	13,037	15,608
Bloody Sunday Inquiry ⁶ .	30,411	12,411	9,397	6,234	4,269	4,036	100	-
Youth Justice Agency ⁷ .	12,822	14,864	18,970	25,803	21,534	21,692	17,465	17,510
Other	57,531	55,551	68,779	86,619	88,213	96,994	81,682	79,998
Total resource budget DEL	1,043,964	1,149,527	1,176,389	1,251,784	1,343,288	1,342,055	1,186,462	1,174,459
Resource AME – Policing & Security ⁸.	0	208,210	212,280	214,050	236,442	264,014	276,448	289,258
Total resource budget AME	0	208,210	212,280	214,050	236,442	264,014	276,448	289,258
Total resource budget	1,043,964	1,357,737	1,388,669	1,465,834	1,579,730	1,606,069	1,462,910	1,463,717

1. Budget increase in 2004/05 and 2007/08 due to increases in provisions for PSNI Full Time Reserve severance and Police Pension current service cost.

2. Budget increase in 2007/08 relates to funding of Community Safety and Crime Reduction projects and commencement of the NI Law Commission.

3. Budget increase in 2006/07 as a result of the regional roll-out of the Public Prosecution Service.

4. Budget increase in 2006/07 onwards as a result of increased prisoner numbers.

5. Budget increase in 2005/06 and 2007/08 due to the value and pay-out timing of criminal damage claims.

6. Budget decrease in later years as Inquiry completes its work.

7. Budget increase in 2006/07 and 2007/08 relates to additional non-cash provisions.

8. AME provision relates to interest on scheme liabilities in relation to the Police Pension Scheme.

Table 3 – Capital budget for the Northern Ireland Office

	2003-04 Outturn	2004-05 Outturn	2005-06 Outturn	2006-07 Outturn	2007-08 Outturn	2008-09 Estimated Outturn	2009-10 Plans	2010-11 Plans	£ 000's
Policing and security:	28,756	46,636	38,425	38,039	41,268	41,500	47,931	33,980	
of which:									
Other policing and security costs	-44	52	485	913	1,104	364	314	239	
Direct Policing Costs ¹ .	16,930	32,084	28,040	37,124	39,699	36,152	47,617	33,741	
Patten Report; non-severance costs	11,870	14,500	9,900	2	465	4,984	0	0	
Criminal Justice:	1,042	2,416	1,853	15,470	5,366	6,246	2,222	3,153	
of which:									
Forensic Science	288	846	578	476	639	2,284	472	555	
Criminal Justice ² .	754	1,570	1,275	14,994	4,727	3,962	1,750	2,598	
Public Prosecution Service.	1,240	186	721	744	3,179	1,780	310	270	
Prisons ³.	14,637	11,902	10,301	13,431	-7,636	23,400	19,220	27,500	
Compensation Agency	205	630	529	35	206	1,200	60	70	
Youth Justice Agency	1,959	623	6,981	334	252	250	200	200	
Other ⁴.	1,909	8,365	238	4,363	-33,996	3,382	6,760	6,730	
Total capital budget	49,748	70,758	59,048	72,416	8,639	77,758	76,703	71,903	

1. Increase in 2004/05 largely relates to vehicle fleet and building enhancements; Patten capital is included in direct policing costs for future years.

2. Increase in 2006/07 budget relates to the completion of the Juvenile Justice Centre.

3. Increase in 2007/08 relates to expenditure on new accommodation blocks.

4. 2007/08 estimated outturn includes a large capital receipt due to the disposal of Juvenile Justice Centre land.

Table 4a – Grant payable to the Northern Ireland Consolidated Fund 2007/08: Provision and Outturn

£million	Original Provision	Final Provision	Outturn
Departmental Expenditure Limit	9,378	8812	8,691
Annually Managed Expenditure (inc Other AME & Regional Rates)	7,772	8950	8,243
RRI Borrowing	200	200	105
Total Managed Expenditure (DEL, AME & Other AME)	17,350	17,962	17,039
<i>Less:</i>			
Non Cash charges	-3,233	-4055	-3,479
Non Voted (DEL, AME & Other AME)	-4,633	-5045	-5,293
Voted Other Expenditure outside DEL	1,654	2231	2,562
Accruals to Cash Adjustment			236
Adjustment for 2005/06 Prior Year			110
Adjustment for 2006/07 Prior Year			-63
Supply Expenditure	11,138	11,093	11,111
Interest Payable	126	116	115
District Council Rates	402	402	406
Miscellaneous	1	1	1
Loans repaid			147
loans issued			27
nicf closing balance			0
Total Expenditure	11,667	11,612	11,807
Income			
Add in RRI	200	200	98
District Council Rates	402	402	406
Regional Rates	544	544	477
Interest Receivable	125	121	117
nicf loans repaid			116
internal departmental funds			33
temporary investments			42
Miscellaneous receipts	62	60	184
<i>of which:</i>			
NICF Balance	0	0	1
Continental Shelf	0	0	0
Central Receipts	2	3	2
Excess Accruing Resources	30	16	90
CFERS	30	21	33
EU CFERS	0	20	58
Total Income	1,333	1,327	1,473
Grant payable to Northern Ireland Consolidated Fund	10,334	10,285	10,334

Table 4b – Grant payable to the Northern Ireland Consolidated Fund 2008-09: Original and Final Provision

£million	Original Provision	Final Provision
Departmental Expenditure Limit	8,872	9254
Annually Managed Expenditure (inc Other AME & Regional Rates)	9,369	9108
RRI Borrowing	260	260
Total Managed Expenditure (DEL, AME & Other AME)	18,501	18,622
<i>Less:</i>		
Non Cash charges	-4,281	-3528
Non Voted (DEL, AME & Other AME)	-5,229	-8392
Voted Other Expenditure outside DEL	2,134	5696
Supply Expenditure	11,125	12,397
Interest Payable	126	115
District Council Rates	414	433
Miscellaneous	0	1
Total Expenditure	11,665	12,947
Income		
Add in RRI	260	260
District Council Rates	414	433
Regional Rates	525	534
Interest Receivable	125	106
Miscellaneous receipts	62	51
<i>of which:</i>		
NICF Balance	0	0
Continental Shelf	0	2
Central Receipts	2	11
Excess Accruing Resources	30	27
CFERS	30	11
EU CFERS	0	0
Total Income	1,386	1,383
Grant payable to Northern Ireland Consolidated Fund	10,279	11,563

Table 4c – Grant payable to the Northern Ireland Consolidated Fund 2009/10

£million	2009/10
Departmental Expenditure Limit	9,473
Annually Managed Expenditure (inc Other AME & Regional Rates)	9,592
RRI Borrowing	317
Total Managed Expenditure (DEL, AME & Other AME)	19,382
<i>Less:</i>	
Non Cash charges	-3,058
Non Voted (DEL, AME & Other AME)	-8,942
Voted Other Expenditure outside DEL	5,792
Supply Expenditure	13,173
Interest Payable	119
District Council Rates	414
Miscellaneous	1
Total Expenditure	13,707
Income	
Add in RRI	317
District Council Rates	414
Regional Rates	554
Interest Receivable	110
Miscellaneous receipts	52
<i>of which:</i>	
NICF Balance	0
Continental Shelf	2
Central Receipts	11
Excess Accruing Resources	28
CFERS	11
EU CFERS	0
Total Income	1,446
Grant payable to Northern Ireland Consolidated Fund	12,261

Table 5 – NIO Administration Costs

	2003-04 Outturn	2004-05 Outturn	2005-06 Outturn	2006-07 Outturn	2007-08 Outturn	2008-09 Estimated Outturn	2009-10 Plans	2010-11 Plans	£ 000's
Administration Expenditure									
Paybill	41,248	45,503	47,550	47,514	44,713	38,659	43,364	42,333	
Other	46,966	47,020	41,611	43,028	35,368	31,382	34,239	33,748	
Total Administration Expenditure	88,214	92,523	89,161	90,542	80,081	70,041	77,603	76,081	
Administration Income	-10,039	-10,503	-11,604	-11,935	-13,176	-4,433	-3,677	-3,677	
Total Administration Budget	78,175	82,020	77,557	78,607	66,905	65,608	73,926	72,404	
Analysis by activity:									
Policing and security	4,924	4,593	6,341	6,819	5,263	4,897	5,386	5,065	
Criminal Justice ¹	9,387	11,067	11,430	11,059	5,871	4,799	5,279	5,437	
Public Prosecution Service	1,594	1,842	1,647	1,873	2,006	2,334	2,520	2,592	
Prisons	20,841	22,117	12,974	12,689	13,295	14,145	15,115	14,735	
Compensation Agency ¹ .	4,059	4,127	4,441	3,845	0	0	0	0	
Bloody Sunday Inquiry	1,894	1,165	878	693	690	633	0	0	
Youth Justice Agency ¹ .	0	0	0	100	0	0	0	0	
Other	35,476	37,109	39,846	41,529	39,780	38,800	45,626	44,575	
Total Administration Budget	78,175	82,020	77,557	78,607	66,905	65,608	73,926	72,404	

1. The reason for the projected decrease in administration expenditure in 2007/08 is a result of the costs associated with the Causeway Programme with Criminal Justice, Compensation Agency and Youth Justice Agency being reclassified as programme expenditure.

Table 6 Staff Numbers

		2002-03 Outturn	2003-04 Outturn	2004-05 Outturn	2005-06 Outturn	2006-07 Outturn	2007-08 Outturn	2008-09 Outturn
Department	CS FTE	1,556	1,687	1,755	1,790	1,905	1,932	1,940
	Others	81	69	84	82	71	54	66
	Total	1,637	1,756	1,839	1,872	1,976	1,986	2,006
NI Prison Service	CS FTE	1,764	1,710	1,710	1,721	1,752	1,781	1,890
	Others	0	26	26	0	0	0	114
	Total	1,764	1,736	1,736	1,721	1,752	1,781	2,004
Notes Others includes casual staff and overtime (man years) * Figures are based on an average across the financial year								

Table 7 Senior Civil Service Salaries

Salary Band	Number of Staff
£55,000 to £59,999	13
£60,000 to £64,999	9
£65,000 to £69,999	5
£70,000 to £74,999	6
£75,000 to £79,999	4
£80,000 to £84,999	1
£85,000 to £89,999	3
£90,000 to £94,999	2
£95,000 to £99,999	0
£100,000 to £104,999	3
£105,000 to £109,999	1
£110,000 to £114,999	1
£115,000 to £119,999	1
£120,000 to £124,999	0
£125,000 to £129,999	0
£130,000 to £134,999	0
£135,000 to £139,999	0
£140,000 to £144,999	0
£145,000 to £149,999	0
£150,000 to £154,999	0
£155,000 to £159,999	1
Total	50

APPENDIX F



Service Delivery

Six Service Standards for Central Government

(Excluding Ministerial correspondence)

The six national standards for central government were introduced to the NIO and its four Executive Agencies. The service standards were revised in October 1999. The Public Prosecution Service voluntarily apply standards 1 and 2.

The NIO is not a major deliverer of services to the general public but, even though no longer formally monitored by the Cabinet Office, the Department continues to use them as a way to ensure it maintains a good customer service to the general public. The Standards are to:

Answer your letters quickly and clearly.

Against the key standard of answering letters quickly and clearly, within a Departmental target of 15 working days, performance for the period 1 January 2008- 31 December 2008 was as follows:

	No of letters received	% in target
NIO core	467	87.4
Northern Ireland Prison Service	2204	99.6
Forensic Science Northern Ireland	64	99
Compensation Agency	61,209	98.7
Youth Justice Agency	94	98.9
Public Prosecution Service	342	100

In the NIO core the volume of correspondence fell by approx 4% compared to the previous year and the response rate within target rose by 8.7%.

With the exception of the Compensation Agency the target for answering correspondence remains at 15 working days.

See you within 10 minutes of any appointment you have made at its offices.

The Department's direct contact with the general public is very limited. The Northern Ireland Prison Service maintained a 100% record of seeing visitors within ten minutes of their pre-arranged appointment.

Answer telephone calls quickly and helpfully.

The public switchboard services are subject to a Service Level Agreement - response time is set at a maximum of 20 seconds during normal operating conditions. The switchboard service is backed up by a 24 hour service provided through a duty officer scheme.

Provide clear and straightforward information about its services and those of related providers, along with one or more telephone enquiry numbers and e-mail addresses to help you or to put you in touch with someone who can.

Details about the NIO, its Agencies, Legal Offices and Non-Departmental Public Bodies can be found in this report, in the Northern Ireland telephone directory and on the Departmental website <http://www.nio.gov.uk>. Each agency has its own website and details can be found at the back of the report.

Have a complaints procedure, or procedures, for the service it provides, publicise it, including on the Internet, and send you information about it if you ask.

The NIO has a complaints procedure. It too can be found on the website.

Do everything reasonably possible to make its services available to everyone, including people with special needs. Consult users and potential users regularly about the service it provides and report on the result.

Consultation documents and packs for public appointments can, on request, be provided in Braille, audio and various languages. The Office continues to provide a text telephone service.

Ministerial Correspondence from MPs

During 2007 the Permanent Secretary in agreement with the Secretary of State increased the target for Ministerial Correspondence from 10 days to 15 days in line with other Whitehall Departments.

For the calendar year 2008, the performance was as follows:

Ministerial correspondence from MPs and peers: 1 January 2008 to 31 December 2008

Department / Agency	Target set for Reply (working days)	Number of letters received	Number of letters where replies required	% of replies (where reply required) within targets
NIO Core	15	568	568	81.51
NI Prison Service	10	78	78	83.3
Compensation Agency	10	66	66	88
Youth Justice Agency	10	5	5	80

Payment of Suppliers

Payment within 30 calendar days

The NIO, including its agencies, seeks to comply with "The Better Payments Practice Code" for achieving good payment performance in commercial transactions. Under this Code, the policy is to pay bills in accordance with contractual conditions or, where no such conditions exist, within 30 days of receipt of goods and services or the presentation of a valid invoice, whichever is the later. Complaints about failure to pay on time are investigated promptly, explanations are provided to the complainant.

The total number of payments (estimated) for the 2008/09 financial year is 85,792 of which 76,082 (88.7%) will be settled within 30 calendar days and can be analysed as follows:

	Number of invoices paid	Number of invoices paid within 30 calendar days	% of invoices paid within 30 calendar days
NIO Core	47,216	39,984	84.7
NI Prison Service	26,234	24,248	92.4
Youth Justice Agency	9,221	8,856	96.0
Forensic Science NI	2,668	2,545	95.4
Compensation Agency	453	449	99.1
Total	85,792	76,082	88.7

Payment within 10 working days

The Prime Minister's statement of 8 October 2008 set a challenge to Government Departments to pay suppliers as soon as possible, with the aim of bringing forward all payments to within 10 days.

Following the guidance issued by Sir Gus O'Donnell on 17 November 2008, the Department and Agencies revised internal timescales for the processing and payment of invoices with effect from 1 December 2008. The estimated performance for the 4 months to 31 March 2009 is as follows:

	Number of invoices paid	Number of invoices paid within 10 working days	% of invoices paid within 10 working° days
NIO Core	15,262	12,292	80.5
NI Prison Service	8,842	6,688	75.6
Youth Justice Agency	2,903	2,458	84.7
Forensic Science NI	1,200	780	65.0
Compensation Agency	140	129	92.1
Total	28,347	22,347	78.8

APPENDIX G



Further Information (including Internet Websites)

Further information may be obtained from:

- **Central Management Unit**
Stormont House Annexe
Stormont
BELFAST BT4 3SH
Telephone: 028 9052 7066
Textphone: 028 9052 7668
Fax: 028 9052 7050
E-mail: donna.knowles@nio.x.gsi.gov.uk
Website: www.nio.gov.uk
- **Compensation Agency for Northern Ireland**
Royston House
34 Upper Queen Street
BELFAST BT1 6FD
Telephone: 028 9024 9944
Textphone: 028 9052 7668
E-mail: comp-agency@nics.gov.uk
Website: www.compensationni.gov.uk
- **Forensic Science Northern Ireland**
Seapark
151 Belfast Road
CARRICKFERGUS BT38 8PL
Telephone: 028 9036 1888
Fax: 028 9036 1900
E-mail: forensic.science@fsni.gov.uk
Website: www.fsni.gov.uk
- **Northern Ireland Prison Service**
Dundonald House
Upper Newtownards Road
BELFAST BT4 3SU
Telephone: 028 9052 5065
Fax: 028 9052 5284
E-mail: info@niprisonsservice.gov.uk
Website: www.niprisonsservice.gov.uk
- **Youth Justice Agency**
41-43 Waring Street,
BELFAST BT1 2DY
Telephone: 028 9031 6400
Fax: 028 9031 6402/3
E-mail: info@yjani.gov.uk
Website: www.youthjusticeagencyni.gov.uk
- **Crown Solicitor's Office**
Royal Courts of Justice
Chichester Street
BELFAST BT1 3JY
Telephone: 028 9054 6065
Fax: 028 9054 6049
E-Mail: jennifer.ritchie@csoni.gov.uk
- **Public Prosecution Service**
Belfast Chambers
93 Chichester Street
BELFAST BT1 3JR
Telephone: 028 9054 2444
Fax: 028 9089 7030
E-Mail: info@ppsni.gsi.gov.uk
Website: www.ppsni.gov.uk
- **Police Service of Northern Ireland**
Brooklyn
Knock Road
BELFAST BT5 6LE
Telephone: 028 9065 0222
Fax: 028 9090 1242
E-Mail: info@psni.pnn.police.uk
Website: www.psnipolice.uk
- **Northern Ireland Policing Board**
Waterside Tower
31 Clarendon Road
Clarendon Dock
BELFAST BT1 3BG
Telephone: 028 9040 8500
Textphone: 028 9052 7668
Fax: 028 9040 8540
E-mail: information@nipolicingboard.org.uk
Website: www.nipolicingboard.org.uk
- **Office of Police Ombudsman**
New Cathedral Buildings
St Anne's Square
11 Church Street
BELFAST BT1 1PG
Telephone: 028 9082 8600
Fax: 028 9082 8659
E-mail: info@policeombudsman.org
Website: www.policeombudsman.org

- **Probation Board for Northern Ireland**
80-90 North Street
BELFAST BT1 1LD
Telephone: 028 9026 2400
Textphone: 028 9026 2490
Fax: 028 9026 2470
Email: info@pbni.org.uk
Website: www.pbni.org.uk
 - **Criminal Justice Inspection for Northern Ireland**
14 Great Victoria Street
BELFAST BT2 7BA
Telephone: 028 9025 8011
Fax: 028 9025 8033
E-mail: info@cjini.org
Website: www.cjini.org
 - **Equality Commission for Northern Ireland**
Equality House
7-9 Shaftesbury Square
BELFAST BT2 7DP
Telephone: 028 9050 0600
Textphone: 028 9050 0589
Fax: 028 9024 8687
E-mail: information@equalityni.org
Website: www.equalityni.org
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 - **Boundary Commission for Northern Ireland**
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 - **Parades Commission**
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E-mail: info@paradescommission.org
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 - **British-Irish Intergovernmental Secretariat**
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