



Northern
Ireland
Office

Northern Ireland Office/HM Treasury

Departmental Report 2006

POLITICAL DIRECTORATE / POLICING AND SECURITY DIRECTORATE / CRIMINAL JUSTICE
DIRECTORATE / CENTRAL SERVICES DIRECTORATE / NORTHERN IRELAND INFORMATION
SERVICE / NORTHERN IRELAND PRISON SERVICE / COMPENSATION AGENCY / FORENSIC
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Northern Ireland Office 2006 Departmental Report

Presented to Parliament by the Secretary of State for Northern Ireland
and the Chief Secretary to the Treasury

By Command of Her Majesty

May 2006

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Foreword

By The Right Honourable Peter Hain, MP,
Secretary of State for Northern Ireland

I am pleased to present to Parliament the Northern Ireland Office Departmental Report for 2005/06 and would wish to take this opportunity to personally thank my Ministerial Team for their hard work throughout this period.

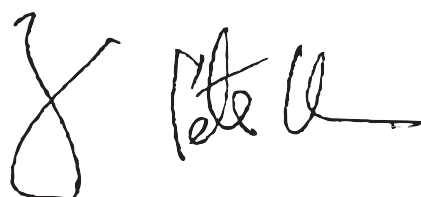
As stated in my Autumn Report, this year has seen very significant political progress with an IRA statement marking the end of their violent campaign and a comprehensive act of decommissioning. The IMC has judged that the IRA no longer represents a terrorist threat. Intensive efforts are being made to encourage loyalist paramilitary groups to take similar steps and to address remaining problems associated with criminality.

This Report also outlines the significant drive forward in policing including the reconstitution of the Northern Ireland Policing Board which continues to play a significant role in meeting the challenge of policing all communities in Northern Ireland. Vital work on tackling organised crime and levels of co-operation between cross border law enforcement agencies have never been better. There have been significant successes during 2005, with joint operations carried out in relation to oils, fraud, counterfeit goods and illegal dumping.

Steady progress has also been made on the reform of the Criminal Justice System with statistics demonstrating increased confidence from all sections of the community. The recent introduction of the Northern Ireland Bill sets out the enabling framework to allow me to devolve justice and policing in Northern Ireland when the circumstances are right to do so.

It is evident from the thriving economy, the low numbers of unemployed and our well educated and highly skilled workforce that Northern Ireland has much to offer. We must continue to strive to deliver a better future for everyone in Northern Ireland.

As stated by the Prime Minister during his speech in Armagh on 6th April "Northern Ireland has seen more peace, stability and progress than was ever imaginable 10 years ago. Getting to here has taken many painful decisions but in any process there is always the ultimate decision". The formation of an Executive and the restoration of a fully functioning Assembly is that ultimate decision which the parties can now take if the necessary political willingness exists. Northern Ireland is governed best when it is governed locally and the commitment by this Government to restore the institutions remains absolutely clear. We have set out what we believe to be a potential framework and a reasonable timescale for moving forward, beginning with the recall of the Assembly on 15 May. This Government believes that 2006 can be the year for restoration of the Assembly and we will work tirelessly to that end as a matter of the utmost priority.



Northern Ireland Office Ministerial Responsibilities



Secretary of State for Northern Ireland

The Rt Hon Peter Hain MP

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



Minister of State

David Hanson MP

- Political Development and Criminal Justice
- Equality, Human Rights, Elections
- Department for Social Development
- Department of Culture, Arts and Leisure.



Minister of State

The Rt Hon Lord Rooker

- Department of Finance and Personnel
- Office of the First Minister and Deputy First Minister
- Department of the Environment
- Department of Agriculture and Rural Development
- Lords' spokesperson on all issues.



Parliamentary Under Secretary of State

Angela Smith MP

- Department of Education
- Department of Enterprise, Trade and Investment
- Department for Employment and Learning
- Minister with special responsibility for victims
- Commons' spokesperson on DFP, OFMDFM and DARD issues.

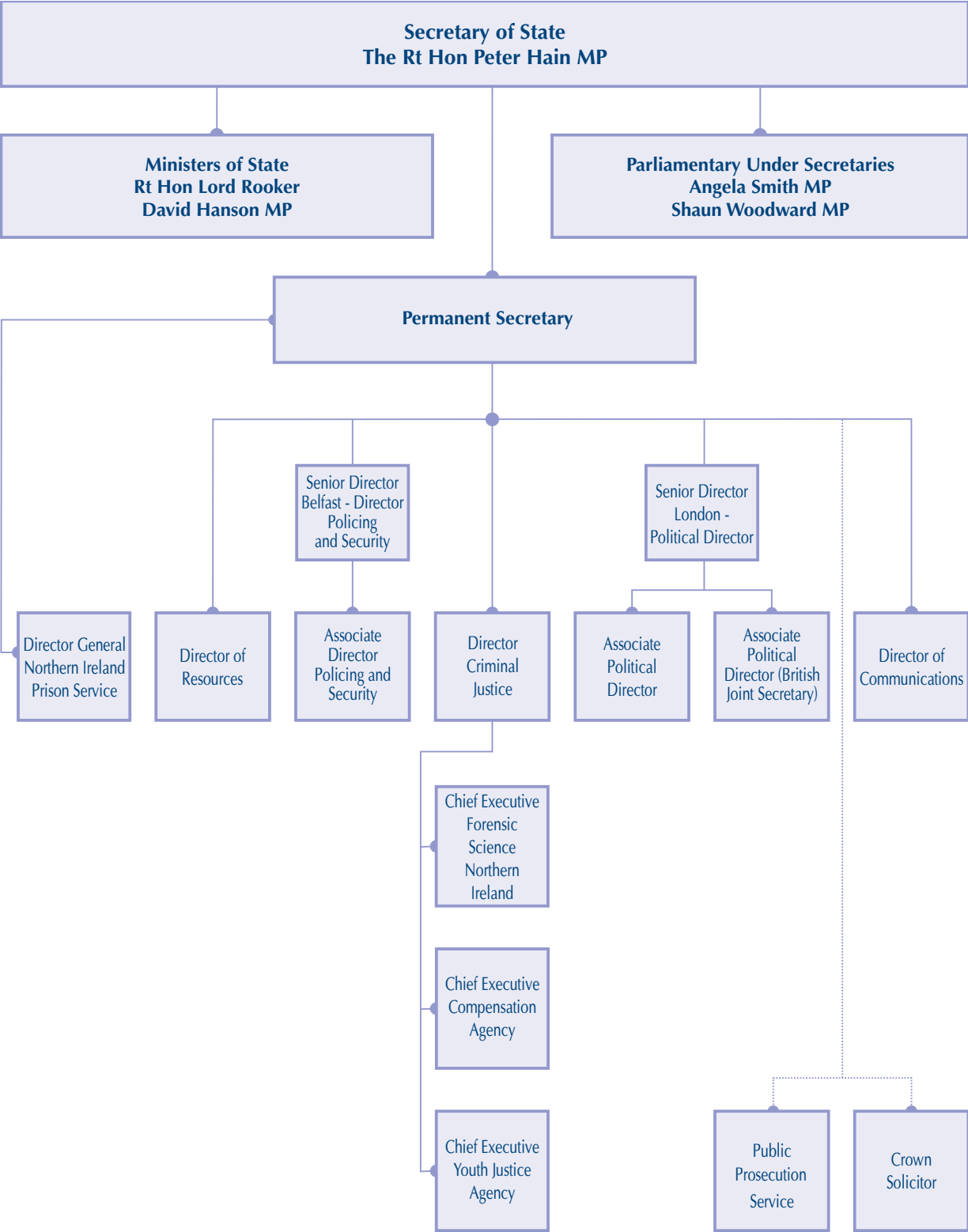


Parliamentary Under Secretary of State

Shaun Woodward MP

- Security and Policing
- Prisons
- Organised Crime Task Force
- Assets Recovery Agency
- Department of Health, Social Services and Public Safety
- Department for Regional Development.

Structure of the Northern Ireland Office



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Chapter One

Structure and Functions

Introduction

1.1 The Secretary of State for Northern Ireland has overall responsibility for the government of Northern Ireland. He is assisted in this role by two Ministers of State and two Parliamentary Under Secretaries of State. 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, prison and probation services.

Departmental Board

1.3 The Secretary of State and the Permanent Secretary for the NIO carry out their responsibilities with the aid of a Departmental Management Board, a team which provides corporate leadership to the organisation as a whole, takes ownership of the Department’s performance and provides support for the head of the Department. The Board includes both executive and independent non-executive directors and senior officials from the larger agencies which conduct business for the Department.

1.4 The Board is made up as follows:-

- Jonathan Phillips – Permanent Secretary (Chairman)
- Robert Hannigan – Political Director
- Nick Perry – Senior Director (Belfast) and Director, Policing and Security
- Stephen Leach – Director, Criminal Justice
- Carol Moore – Associate Director for Policing and Security
- Robin Masefield – Director General, Northern Ireland Prison Service
- Chris Maccabe – Associate Political Director (Belfast)
- Hilary Jackson – Associate Political Director (London)
- Paul Priestly – Director of Resources
- David Brooker – Director of Communications
- Oswyn Paulin – Crown Solicitor
- Brenda McLaughlin – Non-executive Director

- Maureen Edmondson¹ – Non-executive Director and Chairperson of the Departmental Audit Committee.

1.5 Under the guidance of the Secretary of State and his Ministerial colleagues 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
- Performance against PSA targets and the objectives and targets in the Departmental Business Plan
- Financial planning and management
- Human resource policy and operational issues
- Training and development
- Risk management
- Departmental change programmes.

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.

¹ Retired from the Board on 31 March 2006

Membership

Chairman	The Chair of the Committee is a Non-executive Director – Dr Maureen Edmondson until 31 March 2006.
Members	<p>Three Directors who are also Board members – currently:</p> <ul style="list-style-type: none"> ■ Associate Political Director Belfast ■ Associate Director of Policing and Security ■ Director General of the Northern Ireland Prison Service <p>A second Non-executive Director</p>
Attendees	<p>Director of Resources</p> <p>Head of Financial Services Division</p> <p>Senior Member, Northern Ireland Audit Office (NIAO)</p> <p>Head of Internal Audit (HIA)</p>

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 three times per year, usually February/March, May/June and October/November.

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 directors. Information on the pay ranges of senior officers is given in Table 7, Appendix F.

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 are:-

- Political Directorate
- Policing and Security Directorate
- Criminal Justice Directorate
- 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, Advisory and Tribunal), 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 normally operate within a framework document determined by the Secretary of State or responsible Minister. This overall strategic framework sets out the primary purpose of the

body 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-financed 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 Department for Constitutional Affairs.

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
- Northern Ireland Human Rights Commission
- Northern Ireland Memorial Fund
- Northern Ireland Police Fund
- Northern Ireland Policing Board
- 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 Military Complaints Procedures

- Independent Assessor for Police Service Northern Ireland Recruitment Vetting
- Office of the Justice Oversight Commissioner
- Office of the Police Oversight Commissioner.

Tribunal

- Criminal Injuries Compensation Appeals Panel for Northern Ireland
- Parades Commission for Northern Ireland.

Independent Monitoring Boards

- Independent Monitoring Boards, HMPs Maghaberry, Magilligan and Hydebank
- Independent Monitoring Board, HM Young Offenders Centre, Hydebank
- Independent Commissioner for Detained Terrorist Suspects (wound up on 31 December 2005).

Other Public Bodies

- Chief Electoral Office
- Police Rehabilitation and Retraining Trust.

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 in Northern Ireland 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 makes strategic decisions for 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, the Independent Assessor for Military Complaints Procedures and the Civil Service Commissioners 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.

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 (from 3 May 2005)
- Remission of Sentences Commissioners
- Sentence Review Commissioners.

1.23 These are bodies whose statutory powers (often 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 Following Phase One of a Cabinet Office mapping review across all Whitehall departments in 2004/05, six Northern Ireland Office bodies, which had formerly been considered to be "other public bodies", were classified as Non-Departmental Public Bodies - three executive, two advisory and one tribunal. At 31 March 2005, the Northern Ireland Office was responsible for making 112 appointments to NDPBs, 48 appointments to four Independent Monitoring Boards, plus a further 12

appointments to other public bodies. Phase Two of the Cabinet Office mapping review is currently considering what other categories of bodies should be classified as public bodies.

1.26 Appendix G lists all Northern Ireland Office public bodies and those holding public appointments at 31 March 2005, with details of terms of office, gender and remuneration. It also contains an analysis of applications received and appointments made to Northern Ireland Office public bodies during the year 1 April 2004 to 31 March 2005. Details of all Northern Ireland Office public bodies and those holding public appointments at 31 March 2006 will be placed on the Internet at www.nio.gov.uk in mid 2006.

1.27 Similar information for the Northern Ireland departments can be found in the Public Appointments Annual Report 2004/05 (Volumes 1 and 2) which were published in October 2005. Copies are available from Central Appointments Unit, Block E, Level 4, Castle Buildings, Belfast BT4 3SR and on the Internet at www.ofmdfmi.gov.uk/publicappts/. Copies have also been placed in the Libraries of both Houses of Parliament.

Public Appointments Plan 2007-09

1.28 The Northern Ireland Office is committed to widening the diversity of people who sit on its public bodies. Successive diversity action 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.

1.29 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 which is circulated twice yearly to 140 community groups, representing women, young people, disabled people, ethnic groups and groups representing grass-roots interests. The list is

also sent to 1400 individuals who have expressed an interest in applying for public appointments in Northern Ireland and to just over 300 individuals who have applied unsuccessfully for recent Northern Ireland Office public appointments and have asked to be kept informed of vacancies. In addition to advertisement in national, provincial and local newspapers, opportunities are also placed in the public appointment vacancies' sections of the Northern Ireland Office, Northern Ireland administration and Cabinet Office web-sites. Information packs and application forms in alternative formats, including Braille, can be provided on request.

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

Recent Progress against Targets

1.31 The level of female representation on Northern Ireland Office public bodies at 31 March 2005 dipped to 35.5%, following the addition of the six new NDPBs under Phase One of the Cabinet Office Mapping Review. In the year ending 31 March 2006, however, 20 new appointments, eight of whom were women (40%), were made to three public bodies. Most significantly, the year saw a marked increase in the number of women sitting on the Parades Commission for Northern Ireland, a body where they had been poorly represented previously. This trend has continued in 2006/07 with the appointment of more women, both political and independent, to the Northern Ireland Policing Board, another high profile public body. Progress against targets over the last four years is set out in the following table:

Table 1.1: Appointments to NIO Public Bodies

	2002/03	2003/04	2004/05	2005/06
Total number of appointments	151	149	172	175
Women	54 (36%)	58 (39%)	61 (35.5%)	62 (35.4%)
Ethnic Minorities	2 (1.3%)	2 (1.4%)	4 (2.3%)	5 (2.9%)
Disabled People	7 (4.6%)	3 (2%)	5 (2.9%)	6 (3.4%)

Future Plans

1.32 The Northern Ireland Office has already contributed to Phase Two of the Cabinet Office Mapping Review. It will continue to monitor the proportions of women, people from ethnic minority backgrounds² and disabled people applying for public appointments and take further steps to encourage applications from under-represented groups. In partnership with the Office of the Commissioner for Public Appointments, a seminar on merit and diversity in public appointments is planned for later this year.

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

Table 1.2: Diversity Targets

	2006/07	2007/08	2008/09
Women	40%	42%	45%
Ethnic Minorities	1.5%	1.5%	1.5%
Disabled People	4%	5%	7%

² Defined as Chinese, Indian, Pakistani, Bangladeshi, Black African, Black Caribbean, Irish Traveller and Other.

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Chapter Two

Planning and Resources

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 conducted by the Treasury usually every two years. Arising from the spending review process the NIO publishes a Public Service Agreement (PSA) which sets out its strategic objectives and targets for the three year period of the spending review.

2.2 The 2002 Spending Review (SR2002) period spanned the three financial years from April 2003 to March 2006 and overlapped with the 2004 Spending Review (SR2004) period which runs from April 2005 to March 2008. Departments normally cannot report fully on their PSA targets until the end of the spending review period. However, as part of the SR2004 process, the NIO's SR2002 targets were refined and improved to make them smarter and more meaningful and to ensure that they complied with audit requirements. With the agreement of Treasury, the Department signed off its SR2002 targets last year which allowed us to move on to the improved SR2004 targets. This report therefore deals with performance during the first year of the SR2004 period.

2.3 The SR2004 PSA has been published and may be found in Appendix A. Additional background information on the planning and management of resources in the Northern Ireland Office may be found in Appendix E.

Resources and Priorities

2.4 The NIO's budget for 2005/06 was £1.5 billion. Table 2.1 overleaf and Tables 1 to 3 in Appendix F show the resources allocated to the various operational directorates, agencies, legal offices and non departmental public bodies.

2.5 The main tasks the 2005/06 programme provided for are set out below:-

- 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, crime prevention and victim support including victims of the Troubles
- Elections
- Legal and forensic services
- European Union peace and reconciliation projects
- Northern Ireland Human Rights Commission
- Bloody Sunday Inquiry
- NIO (central) administration.

Planning NIO's Delivery of Public Services

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

- The Public Service Agreement which sets out the Department's overall aim and principal objectives and list the particular high level targets that have been agreed for the Department
- The Technical Note which defines the basis on which its success in meeting its objectives will be assessed
- The Departmental Investment Strategy (DIS) which analyses the assets the Department and other bodies will utilise in carrying out their functions.

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

Public Service Agreement

2.8 The NIO's aim, main objectives and highest priority targets for the period of this report are described in the SR2004 PSA. The PSA represents a firm commitment to the public to deliver the services described. These services will be delivered by the Department directly and by the various bodies it funds. The Secretary of State for Northern Ireland is responsible for delivery of the PSA. Performance against each of the targets is monitored and reported to the Treasury quarterly and published on both a six-monthly basis and annually. The PSA typically comprises the following elements:-

- Objectives (i.e. the principal tasks to which the NIO has made a commitment to achieving)
- Targets (a commitment to a specified level of performance or achievement related to each objective)
- A Technical Note which describes how performance in the achievement of the targets will be measured.

Evolution of SR2002

2.9 The PSA associated with SR2002 evolved from the SR2000 PSA (details of performance against SR2000

PSAs can be found on the NIO website www.nio.gov.uk). It was that original format that identified the key aspects of the Department's business as seven objectives which spanned politics, security and policing, the criminal justice system and value for money. The SR2000 PSA had at least one target associated with most of these objectives so that the Department had nine targets.

2.10 It became clear in considering how the Department could properly be held to account that nine targets did not represent a particularly good focus on the key business. Indeed different aspects of several of the targets covered more than one objective. As a result therefore, whilst all the original seven objectives were retained the targets were cut to four key areas identified in SR2002.

Table 2.1 – Breakdown of Northern Ireland Office Expenditure.

	Chapter	2006-07 Resource £'000			2006-07 Capital £000	Staff Numbers ³	2005-06 Estimated Resource Outturn £000	2004-05 Resource Outturn £000
		Admin	Prog**	Total				
Expenditure Classified as DEL								
Political Directorate	4	6,349	26,885	33,234	376	105	32,024	22,885
Policing and Security Directorate	5	6,604	13,348	19,952	72	137	26,868	21,849
Criminal Justice Directorate	6	11,049	15,431	26,480	14,935	92	22,805	22,086
Information Services Directorate	8	1,812	491	2,303	24	38	2,069	2,117
Central Services Directorate	7	35,173	198	35,371	1,112	283	52,509	29,207
Northern Ireland Prison Service	9	16,166	114,320	130,486	18,786	365	134,902	114,188
Compensation Agency	10	3,233	28,893	32,126	23	86	45,290	26,265
Forensic Science Northern Ireland	11	1,413	-	1,413	334	171	1,446	748
Crown Solicitor's Office	14	1,007	10	1,017	75	70	952	1,012
Public Prosecution Service	13	8,120	23,101	31,221	2,710	481	25,318	22,619
Criminal Injuries Compensation Appeals Panel for Northern Ireland	6	471	208	679	5	9	591	384
Youth Justice Agency	12	100	14,822	14,922	-	61	20,428	14,864
Civil Service Commissioners for Northern Ireland	7	321	-	321	2	4	313	151
Police Service for Northern Ireland ²	5	-	827,992	827,992	-	*	946,011	794,000
Probation Board for Northern Ireland	6	-	14,675	14,675	-	*	15,151	13,252
Police Ombudsman for Northern Ireland	5	-	7,923	7,923	-	*	7,550	7,050
Total¹		91,818	1,088,297	1,180,115	38,454	1,902	1,334,227	1,092,677

Notes

¹ Totals exclude Departmental Unallocated Provision (DUP) and Non-Voted Provision

² Includes PSNI cash grant and PSNI pension

³ Only includes civil servants

* NDPB staff are not counted as Civil Servants

** Programme

All figures are net of receipts.

Evolution of SR2004

2.11 In line with the need for continuity the Department, when considering the PSA associated with SR2004 (spanning the period 2005/06 to 2007/08), essentially retained the same Departmental aim and seven associated objectives as were used for SR2002. However, the targets have now been restructured to enable clearer reporting against more stringent performance criteria. The new PSA objectives and targets are attached in Appendix A and progress to 31 March 2006 is set out in Appendix C.

Technical Note

2.12 The purpose of the Technical Note is to provide an understanding of how the NIO's performance against its PSA targets is actually measured. The Note explains the sources of performance data, how frequently data are collected and how they are validated, the baselines from which progress is measured and, where necessary, the terminology employed in the PSA. The current Technical Note may be found at Appendix B of this report.

Departmental Investment Strategy

2.13 The Departmental Investment Strategy is a modern vehicle for planning and managing the use of capital. The NIO's DIS describes and quantifies the capital assets which will be utilised within the Department and the other bodies which contribute to delivering its programmes, and links Government and Departmental objectives to the condition and utilisation of the existing asset base (see Appendix D or consult the NIO web site for details).

Business Planning Process

2.14 The business planning process begins in October with the Departmental Board providing a strategic framework for the Department. The individual directorates and divisions consider what needs to be accomplished in the coming year to support delivery of the PSA. 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 contribution to the achievement of Departmental objectives.

Risk Management

2.15 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 and the Secretary of State in the full knowledge of the risks involved and the arrangements for managing them.

2.16 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 Departmental Business Plan is augmented by a corporate risk register which is regularly reviewed by the Departmental Board
- A comprehensive risk policy document and a practical guide to risk management have been produced and circulated
- The development of a risk management website page on the NIONet.

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

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Chapter Three

Service Delivery

Introduction

3.1 The central aim of the NIO is to deliver the plans outlined in the PSA and the main tasks referred to in paragraphs 3.4 to 3.19. This chapter reports on progress against the PSA and the Public Expenditure Efficiency Programme, records the NIO's performance against a number of central government requirements, and outlines the Department's approach to continual improvement in the service it provides.

Achievement against PSA associated with SR2004

3.2 Appendix C sets out achievement against the PSA and Chapters 4 to 14 contains details of how each aspect of the identified priorities is delivered by the individual directorates and the NIO's associated agencies and bodies.

3.3 As part of the settlement which emerged from SR2004, the NIO agreed a new PSA for 2005 to 2008. The PSA, associated Technical Note and Departmental Investment Strategy can be found in Appendices A, B and D. As part of the ongoing commitment to delivery, and in support of the overarching aim set out above, the Department has developed detailed internal plans designed to assist in meeting the particular targets contained in the PSA.

Progress against the PSA The Political Context

3.4 The Government has continued its efforts to facilitate the restoration of devolved power-sharing in Northern Ireland, against the new political landscape resulting from the general election of May 2005. A major step was taken by the Provisional IRA in their statement of 28 July 2005 declaring that the armed conflict was over. This was followed by the statement by the International Independent Commission on Decommissioning on 26 September 2005 which reported that all IRA weapons had been put beyond use. The reports by the Independent Monitoring Commission (IMC) on paramilitary activity in October 2005 and February 2006 indicated a significant decline in paramilitary activity and criminality. A further IMC report of March 2006 on security normalisation assessed that PIRA had taken a strategic decision to follow a political path and did not, in the Commission's view, present a terrorist threat or a threat to members of the security

forces. These developments provide a positive basis for continuing the work to facilitate restoration. The British and Irish Governments made clear at the beginning of 2006 their commitment to achieving restoration during 2006 and embarked on new all party talks in February 2006 with the aim of agreeing a way forward. On 6 April 2006 the Prime Minister and Taoiseach published a joint statement setting out the Governments' strategy for achieving devolution by the end of 2006. The strategy was incorporated into the Northern Ireland Bill, which was introduced to Parliament on 20 April 2006. The Bill provides for Assembly members to be brought together to participate in a process to select a Northern Ireland Executive by 24 November 2006. If the process is successful, full restoration of devolved government will take place. If it is unsuccessful, MLA salaries and allowances will cease and the May 2007 Assembly election will be indefinitely postponed. It is hoped that the Bill will receive Royal Assent in time for Assembly members to meet on 15 May 2006.

Policing and Security

3.5 The Department has one target in support of the objective to build and sustain confidence in the effectiveness and the efficiency of the police service and police oversight and accountability arrangements in Northern Ireland:-

SR2004 Target 1 (part 1)

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

(part 2)

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

Policing

3.6 Levels of public confidence in the police generally have remained steady throughout the year – a tribute to the good work of all those involved in the delivery of policing services including the PSNI, the Policing Board, the Police Ombudsman and the District Policing Partnerships. Latest available figures from the Northern Ireland Crime Survey (covering the period January to December 2005) show that against seven key indicators,

there is an average of 76% of those surveyed who have confidence in policing arrangements in Northern Ireland. This represents an increase of 3% on the previous year.

3.7 The Department, in conjunction with colleagues from the PSNI, the Policing Board and the Office of the Police Ombudsman, is working on ways of improving public confidence in policing and through that project aims to identify specific action that can be taken to build relations and enhance public levels of satisfaction.

3.8 The Government achieved its PSA interim target of 18.5% Catholic representation among regular officers in the PSNI by October 2005. At the end of March 2006 the percentage of Catholic officers in the regular service had risen to 19.45%.

3.9 As in previous years since the publication of the Patten Report, the Government continued to work towards full implementation of the Patten recommendations. In his June 2005 report the Police Oversight Commissioner confirmed that some two-thirds of the 175 Patten recommendations had now been implemented. Both the PSNI and the Policing Board have played a crucial role in this work. In particular, the Policing Board remains central to Patten's vision of a new beginning for policing and involving the community as a whole in the delivery of policing through locally accountable structures. On 13 March 2006 the Secretary of State announced the membership of the newly reconstituted Policing Board to take effect from 1 April 2006.

3.10 Due to the local government elections in May 2005 all District Policing Partnerships (DPPs) had to be reconstituted, in accordance with the Police (NI) Act 2000. In April the Government issued a revised code of practice for the appointment of independent members of DPPs and early the following month the District Policing Partnership (NI) Order dealing with the transitional arrangements came into force. An appointments competition was launched in May and the new DPPs were established on 2 December 2005.

3.11 In February 2005 the Government announced that lead responsibility for national security intelligence work would transfer from the police to the security service in 2007. During the year the NIO worked with the police and security and intelligence agencies to ensure a smooth transition.

Security

3.12 The Government remains committed to a programme of normalising security arrangements in Northern Ireland, with the aim of moving to a situation where the PSNI can conduct all aspects of policing without military support.

All moves towards this goal are made on the basis of professional security advice and take account of the prevailing level of threat faced by the security forces.

Criminal Justice

3.13 In support of the aim of providing a criminal justice system which:-

- Delivers a fair and impartial system of justice to the community
- Is responsive to the community's concerns and encourages community involvement where appropriate
- Has the confidence of all parts of the community and
- Delivers justice efficiently and effectively,

the Department's two targets for 2005/06 were to:-

SR2004 Target 2

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

SR2004 Target 3

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

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

3.14 The Government remains committed to an overarching objective to drive and support the modernisation and good corporate governance of the Criminal Justice System in Northern Ireland (CJSNI). During 2005/06 the Department has continued to make good progress in implementing the Criminal Justice Review. The Justice Oversight Commissioner published his fifth report on 19 January 2006, commenting positively on progress, said that "the implementation of the recommendations is now generally far advanced". Another major achievement was the signing of the Inter-Governmental Agreement on criminal justice co-operation by both the British and Irish Governments.

3.15 Public confidence, crime reduction and a reduction in the reconviction rate remain priorities as set out in the Department's PSA targets. In order to monitor progress towards the new smart PSA target aimed at increasing public confidence by 3% by April 2008, the Department has started measuring confidence through six new indicators in the Northern Ireland Crime Survey. The Department has also included subsidiary questions in the survey to try to ascertain why the public feel either positively or negatively towards the CJSNI. It is hoped that the information gathered from these subsidiary questions will give a better understanding of public perceptions and allow the Department to focus resources to tackle specific issues and raise public confidence in the system.

3.16 In relation to the crime reduction element of Target 3, the Department met and exceeded the interim targets for 2005. The figures for 2004/05 showed a 19.5% reduction in domestic burglary over the baseline year, thus exceeding the interim target by 17.5%, while vehicle crime reduced by 37% over the baseline year, thus exceeding the interim target by 31%. Interim figures for the first eleven months of 2005/06 show a further reduction of 0.7% in domestic burglary and 17.8% in vehicle crime from the previous year.

3.17 As part of the Government's commitment to address re-offending, a target 5% reduction in the reconviction rate by April 2008 (compared to the predicted rate) has been set. Putting this target in place has involved the development of a Northern Ireland specific predictor model, which draws on the best practice evidence-based approach developed by the Home Office. Target 3 builds on this work in bringing together an integrated package of measures, including crime reduction, resettlement and community based initiatives, to reduce reconviction.

Northern Ireland Prison Service

SR2004 Target 4

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

3.18 The Cost per Prisoner Place (CPPP) target is calculated by dividing the operating costs, measured in resource terms, by the average total available number of prisoner places (not the average number of prisoners) defined as certified normal prisoner accommodation. The 2004/05 CPPP target of £86,800 was met. The actual outturn was £85,936.

3.19 At the time of publication of this report the outturn figure for the CPPP has not been verified and audited.

Progress against the Gershon Efficiency Report Recommendations

Progress against Efficiency Targets

3.20 The 2004 Spending Review committed the Northern Ireland Office to achieving a target of £90m of efficiency gains by 2007/08 as part of the Government's overall efficiency target based on Sir Peter Gershon's report, 'Independent Review of Public Sector Efficiency' (July 2004).

3.21 More than £29m of new efficiency savings were delivered during the year 2005/06, representing almost 32% of the NIO's overall target. The Department previously delivered £8.6m savings in the year 2004/05, bringing the overall total to almost £38m (see Table 3.1). Current plans indicate that the £90m target will be achieved by 2007/08. The NIO has established contingency plans to meet potential shortfalls and this work will continue during 2006/07.

3.22 The efficiency savings have been separated into three main components: the Police Service of Northern Ireland (PSNI); the Northern Ireland Prison Service (NIPS); and the core Northern Ireland Office and other related bodies. Some 170 efficiency initiatives have been identified, ranging from large projects, such as NICHE (a replacement enterprise wide ICT infrastructure solution for PSNI) to very small ones such as improvements in contracts for cleaning services.

Overview of Efficiency Gains (£000s)

3.23 Table 3.1, broken down by the NIO's six Efficiency Programme Delivery Groups, shows the efficiency gains the Department has delivered and those it expects to make. Those efficiencies delivered in 2004/05 are final and persist into 2005/06 providing the cumulative total. By March 2006, the Department delivered approximately £38m of efficiency savings, with over £29m being cash releasing.

Table 3.1 – Overview of Efficiency Gains

Delivery Group	Results for 2004/05 (£000s)	Interim Results for 2005/06 (£000s)	Forecast for 2006/07 (£000s)	Forecast for 2007/08 (£000s)
PSNI	5,200	26,261	61,894	72,891
NIPS	1,243	2,030	3,825	4,271
Central Services Directorate	1,201	2,302	4,209	4,588
Criminal Justice Directorate	355	4,710	6,344	8,350
Policing and Security Directorate	226	1,690	1,920	2,241
Political Directorate	378	842	1,236	2,310
NIO Total	8,603	37,835	79,428*	94,650

* Based on current forecasts

Headcount Reduction

3.24 One of the key aspects of the Government efficiency targets is a reduction in the number of civil and public servants. As part of the 2004 Spending Review settlement, NIO committed to workforce reductions of 1,318 public servant posts and 128 civil servant posts.

3.25 The Department is confident that, despite additional pressures and new work, the NIO can meet its target reduction for civil servants. Public servant posts include police officers, PSNI direct recruits, probation officers, etc. The public servant reduction target of 1,318 was based on the assumption that all Full-Time Reserve (FTR) officers in the PSNI would have left the Service by March 2008. However, the Chief Constable decided in September 2004 to retain 680 FTR officers to meet ongoing operational needs. The Department is continuing to strive to meet its public servant headcount target.

3.26 Much work has been carried out in order to establish baseline data and capture staffing reductions already effected following implementation of various change and efficiency initiatives. By March 2006¹ there will have been a reduction of some 311 civil servant posts and in addition 272 public servant posts (totalling 583 reductions overall).

¹ Based on current forecasts

Lyons Relocation Target

3.27 The NIO is committed to the relocation of eight posts from its small London office. Six and a half posts have already been moved out of London at March 2006 and the target of eight by March 2008 is on track.

Efficiency Technical Note

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

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

Central Government Requirements

Monitoring of Performance

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

Six Standards

3.31 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 H.

Ministerial Correspondence

3.32 Details of the Department's performance against targets set for Ministerial correspondence can be found in Appendix H.

Payment Performance

3.33 The NIO, including its agencies, complies with the British Standard for achieving good payment performance. Under the Standard, the policy is to pay bills in accordance with contractual conditions, or where no such condition

Table 3.2 - Breakdown of the Department's Efficiency Savings using the Gershon Workstream Classification.

Work Stream ID	Workstream Type	2004/05 (£000s)	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)
Cash					
1	Procurement (All bodies)	298	2,395	5,058	6,594
2	Corporate Services (PSNI)	5,200	5,716	6,207	6,612
3	Corporate Services (NIPS)	0	142	965	990
4	Corporate Services (All Directorates)	861	1,486	1,965	2,018
5	Policy, Funding and Regulation (All Directorates + PSNI)	773	5,270	6,352	7,877
6	Increased Productivity (PSNI - other)	0	11,695	33,248	34,826
7	Other (All Directorates + NIPS)	160	581	1,249	1,932
8	Policy, Funding and Regulation (NIPS)	1,243	1,572	2,232	2,292
	Total Cash	8,535	28,857	57,276	63,141
Non-Cash					
1	Procurement (All bodies)	0	2,898	7,321	11,688
9	Increased Productivity (PSNI (PG))	0	4,895	12,697	15,905
10	Productive Time (All Directorates + NIPS)	68	1,183	2,141	3,934
	Total Non-Cash	68	8,976	22,159	31,527
	Overall Total*	8,603	37,833	79,435	94,668

* Overall totals differ due to rounding.

exists, within 30 days of receipt of goods and services. Full details of total number of payments estimated for the 2005/06 financial year can be found at Appendix H.

Regulations

3.34 The NIO makes regulations each year in order to support the implementation of a number of business objectives. In the past year the Department made seven regulations (listed in Table 3.3). They place no additional bureaucratic burden on business and frontline staff in the public sector.

Table 3.3 – Regulations made during 2005/06

Regulation Title	Date Regulation came into force
The Police Service of Northern Ireland (Full-Time) (Severance) Amendment Regulations 2006	27 February 2006
Voluntary Severance Regulations 2005 and 2006	27 February 2006
PSNI Regulations 2005	13 January 2006
PSNI (Pension Sharing) Regulations 2006	30 March 2006
The PSNI (Complaints etc) (Amendment) Regulations 2005	12 August 2005
Civil Service Commissioners for Northern Ireland General Regulations 2005	20 June 2005
Police (Recruitment) (Amendment) Regulations (NI) 2006	31 March 2006

Consultations

3.35 The Northern Ireland Office conducted 16 consultations from 1 April 2005 until 31 March 2006. Of those 16 consultations four were consultations carried out on a limited basis authorised by Ministers.

3.36 Details of those limited consultations authorised by Ministers are listed in the table below:-

Table 3.4 – Limited Consultations authorised by Ministers

Title of Consultation	Limited Consultation authorised by Ministers (and reasons)
Lay Visitors Reports Order 2005	The Order had to be in place by 30 September due to the retirement of the Independent Commissioner for Detained Terrorist Suspects, who fulfilled the role at the time.
Police (Recruitment) (Amendment) Regulations (NI) 2006	Joint Commission for Statutory Instruments required amendments to be made by March 2006. This was not a change in policy; it was to correct a drafting error.
Political Donations in Northern Ireland	Time constraints (Bill flowing from this originally had an introduction date of December 2005).
Electoral Registration in Northern Ireland	Time constraints.

Freedom of Information

3.37 January 2005 saw the commencement of access rights under the Freedom of Information Act 2000. During that month the Department received 42 requests, slightly more than had been expected. In the period April 2005 to March 2006 the NIO received a total of 166 requests.

3.38 The statistics for April to June 2005 showed that 67% of cases were being answered on time (20 working days plus permissible extensions for Public Interest Test considerations). This was in contrast to the 82% for the January to March 2005 requests. However, figures for the rest of the financial year showed that improvements to the processes had worked: the percentage of requests handled on time was 95% for July to September, 89% for October to December and 88% for January to 13 March.

Table 3.5 - Number of FOI requests by month for 2005/06

April	May	June	July	August	September	October	November	December	January	February	March
11	8	13	8	20	12	26	11	15	17	16	18

3.39 The implementation of access rights saw an increased number of data protection requests being made. It was apparent that those making requests believed the FOI Act could be used to obtain details of personal information held by the Department. Applications for personal information must be made under the Data Protection Act. In 2006 there will be a programme of awareness for the public led by the Department of Constitutional Affairs and the Department will be providing staff training and awareness on the DPA.

Health and Safety

3.40 The management of health and safety issues is a responsibility shared between local managers, staff and the Department's Health and Safety Advisory Service. The subject continued to receive careful attention during 2005/06. In 2004/05, the last full year for which statistics are available, there were 42 accidents at work. None of these were reportable under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulation 1995. The main causes of these accidents were slips, trips, falls, cuts and burns. There were no enforcement notices issued against the Department and there were no convictions for breaches of health and safety legislation.

3.41 During 2005/06 the Department embarked on a programme of health and safety refresher training for all staff. Individual fire management plans have been developed for each building to help manage the relevant risks. These included planning for any alteration to the operation or use of the building; changes to the number of staff, visitors or disabled people; and building work.

Environmental/Green Issues

3.42 The NIO and its agencies are committed to the Government's policy on sustainable development and in their day to day activities strive towards maintaining the best possible environmental performance.

3.43 The NIO core has a comprehensive sustainable development policy which it implements through the work of green champions who have been appointed by directorates.

3.44 An action plan on all environmental issues has been drawn up to include targets set against existing performance levels on the following:-

- The environmental and sustainable use of natural resources by reducing greenhouse gas emissions

- River water quality with the aim of reducing the amount used to protect natural infrastructure
- Objectives to reduce, re-use, recycle and compost, and to reduce the amount of waste going to landfill
- Energy efficiency - to reduce energy consumption and increase the use of renewable energy throughout the Department
- Procurement contracts – to ensure that they contribute to wider government sustainable development objectives
- Biodiversity - to adopt measures to protect the wildlife, flora and fauna.

3.45 In addition to the improvements that were reported in previous years the following were secured in 2005/06:-

- Conversion of a further building from electrical heating to gas
- Purchase of 25% of electricity for a number of main buildings from renewable sources
- Measures to recycle print cartridges
- Progressive increases in the amount of waste paper being recycled
- The exclusive use of recycled paper for all printing and photocopying
- As part of new accommodation projects local managers are being encouraged to adopt sustainable development principles.

3.46 Commitments for 2006 include:-

- Development of a Departmental policy on energy saving; turning off computers, monitors, printers and other electrical equipment overnight
- Continue to promote waste paper recycling
- Wider promotion of car sharing and the TravelwiseNI scheme
- Wider introduction of plastics recycling across the Department.

Supporting Improvement Strategies

3.47 In addition to the achievement of strategic objectives and targets the NIO is committed to being a socially responsible employer and to continual improvement to offer better services both externally and internally.

3.48 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

3.49 With the assistance of Business in the Community, the Department has developed a Corporate Social Responsibility policy. This reinforces the Department's commitment to making a positive impact in the community in which it operates.

3.50 The NIO's decision to sign up for gold membership of BiTC's Cares programme meant a commitment to six volunteer challenges. The partnership with BiTC has flourished, with a series of corporate challenges under the broad theme of "Children's Education and Development". Core NIO and agency teams, each consisting of 15 to 20 volunteers, were invited to work together on specific projects identified by schools in the special needs sector.

3.51 The first challenge took place in early February at Killard School, Newtownards, which caters for children with moderate learning difficulties. The 'Art Attack' challenge, undertaken by a team of 16 employees, was to develop a play area, to support young children with behavioural problems who require a recreational area.

3.52 The team's efforts were very effective. Several local businesses were approached and all necessary resources to undertake the project were secured through donations. Some younger pupils and their staff were encouraged to participate.

3.53 A second challenge was undertaken in mid-February. A team undertook a 'Ground Force' challenge at Rostulla School, Jordanstown, to create a dedicated play area for older pupils. The team were tasked with building a new pond, erecting and painting fences and tables, to create a welcome garden environment for children and staff to enjoy all in 8 hours! The team were joined in their efforts by some of the pupils. The team also secured practical help and resources from Qmac, building contractors working on another aspect of the Rostulla site, and a couple of local businesses.

3.54 The impact of both projects was immediate. The principal of Killard School commented, "Having such a large group of enthusiastic and hard working volunteers has made a fantastic difference to the play area. We hope the children at Killard enjoy the murals as much as the team enjoyed painting them."

Refreshed Change Agenda – Performance Improvement Programme (PIP)

3.55 The NIO's Performance Improvement Programme (PIP) was launched in July 2003, following an earlier change management programme. PIP aimed to build on the Department's existing strengths in a number of ways. Following a self-assessment exercise five PIP projects were agreed, each being sponsored by a Departmental Board member. The five projects were as follows:-

- Project 1 – **Leadership** – Improving leadership and management skills of senior people
- Project 2 – **Think Finance** – developing financial awareness
- Project 3 – **Internal Communications** – another step forward
- Project 4 – **Enabling people** – to contribute and perform to their full potential
- Project 5 – Understanding all the major **stakeholder** relationships.

3.56 Most of the work on the five projects has now been completed. The Departmental Board therefore commissioned an internal team to consider how the PIP should be refreshed and developed.

3.57 Recommendations were made to the Departmental Board in January 2006 as to the way forward. As a result the Board decided that the refreshed PIP should comprise of the following projects:-

Leadership

3.58 The development of leadership capacity is a continuing process, therefore the earlier PIP Leadership Project will continue.

Corporacy or 'One NIO'

3.59 The starting point for this Project is that the NIO is one organisation and that the Department and individuals would benefit if there were more opportunities to affirm this and share experiences.

Better Use of IT and Knowledge Management

3.60 This is a new project. The Department recognises that information systems and technology clearly have a crucial role in facilitating the exchange of information and additional work in this area is aimed at building confidence in the IT infrastructure and also on e-

communications. There is clearly a need to improve further the way information and knowledge is diffused and shared throughout the organisation and to ensure the exchange of views at all levels.

Think Finance

3.61 The existing Think Finance Project has helped to sharpen the focus on finance and resources across the Department and that momentum must be maintained.

Enabling People

3.62 This is the continuation of a current PIP project the purpose of which is the development of a culture where all staff are enabled to perform to their full potential and to contribute to the delivery of business requirements.

3.63 The Departmental Board acknowledges the importance attached to having the top of the Office supporting and actively promoting the initiatives being taken forward. Board members are therefore firmly behind the refreshed and re-vitalised PIP agenda, the component parts of which will be taken forward over the next 2 years.

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Chapter Four

Political Directorate

Role and Task

4.1 The principal function of the Political Directorate of the Northern Ireland Office is to provide Ministers with high quality advice on the political process and related issues. On behalf of Ministers, it maintains relations on the subject with the Irish Government, those serving the devolved institutions (when in operation), the political parties in Northern Ireland and several non-departmental public bodies. In addition the Political Directorate provides advice to Ministers on a range of other issues including elections, human rights and aspects of equality policy.

Aim

4.2 The Directorate's work contributes to the aim in the NIO public service agreement: to secure a lasting peace in Northern Ireland based on the Good Friday Agreement, in which the rights and identities of all traditions in Northern Ireland are fully respected and safeguarded and in which a safe, stable, just, open and tolerant society can thrive and prosper.

Objectives

4.3 The Directorate's primary objective is to ensure that the implementation of the Good Friday Agreement is sustained and Northern Ireland Office Ministers are ready to respond imaginatively to any difficulties that arise.

4.4 Within this, the Directorate's associated policy objectives for 2005/06 were to ensure that:-

- The political and constitutional processes are supported to secure the Agreement institutions on a stable and inclusive basis and a climate is created for further devolution
- In the event of restoration, positive and constructive relations are maintained with the devolved Assembly
- Ministers and senior officials have a good understanding of the political climate in Northern Ireland
- Elections run smoothly, effectively and fairly
- The Government's position on Northern Ireland is communicated effectively abroad
- The Government's commitments on human rights and equality are delivered
- Issues related to the legacy of "the Troubles", including politically sensitive and security-related matters, are dealt with sensitively and effectively.

Looking Back over 2005/06

4.5 At the beginning of 2005/06, the devolved institutions remained suspended and the focus within the United Kingdom was on the general election called for 5 May. The outcome of the election in Northern Ireland saw the DUP and Sinn Féin increase their seats at Westminster and at district council level, with reduced numbers of seats for the UUP and SDLP.

4.6 Against that political backdrop the British and Irish Governments continued to seek to establish trust and confidence between the parties, making clear throughout that they believed progress would only be possible on the basis of a complete end to all paramilitary activity by the Provisional IRA and, in turn, the commitment by all the parties to the stability of the political institutions. At the same time, the British Government continued its intensive efforts to encourage loyalist paramilitary groups to cease their activities through continued engagement with their political representatives and advisers.

4.7 On 28 July the IRA issued a statement stating that the armed campaign was at an end. In the Government's response to this statement, the Secretary of State described it as an historic turning point for Northern Ireland. The degree of consultation within the IRA and the lack of conditionality in the statement seemed to the Government to be very significant features. The Government was clear that what was now needed was to turn the commitments in the statement into real action on the ground, action that could be verified by the Independent Monitoring Commission (IMC).

4.8 The Government accepted that the statement was intended to express acts of completion, as the Prime Minister had called for in his speech in Belfast in 2002. On that basis, the Government undertook to implement those areas of the Joint Declaration of 2003 which were dependent on this long awaited decision by the IRA:-

- An announcement was made on normalisation on 1 August 2005, setting out the programme that would be put in place for the next two years
- Legislation to resolve the outstanding issue of paramilitary suspects "on the run" was introduced on 9 November 2005. The legislation received its second reading in the House of Commons and was considered in committee. A range of concerns were raised from all sides, including from Sinn Féin who declared that they would not encourage individuals on the run to engage with the proposed scheme. In light of this, the Government announced on 11 January 2006 that it was withdrawing the legislation and would take stock of the position in the autumn of 2006

- On 16 February 2006, the Government published a discussion paper aimed at facilitating discussion between the Northern Ireland political parties on the shared goal of devolving criminal justice and policing; these discussions will continue into 2006/07 and enabling legislation is currently before Parliament. The Northern Ireland (Miscellaneous Provisions) Bill was introduced to Parliament on 16 February and received its Second Reading in the House of Commons on 13 March.

4.9 The Independent Monitoring Commission delivered four reports on paramilitary activity during the year: in May, September (an ad hoc report dealing specifically with the ongoing loyalist feud), October and February. The most recent report indicated that, while all paramilitary organisations continued to have connections with localised organised crime, there had been a demonstrable change within the Provisional IRA since the July 2005 statement and that the leadership of the organisation had eschewed terrorism. The next report is expected in April 2006.

4.10 In parallel with this, the British and Irish Governments continued the process of dialogue with the political parties aimed at securing a return to devolution in Northern Ireland. They held an initial round of stocktaking meetings with the political parties in the run up to Christmas, to hear their views on the issues that remained to be resolved before negotiations on the scope for restoration could begin. A further round of discussions began in February. On 6 April the Prime Minister and Taoiseach published a joint statement setting out the Governments' strategy for achieving devolution by the end of 2006.

Human Rights and Equality

4.11 Following open competitions, regulated by the Office of the Commissioner for Public Appointments (OCPA), the Government appointed a new Chief Commissioner, Professor Monica McWilliams, and seven commissioners to the NI Human Rights Commission (NIHRC) on 1 September 2005, joining the existing two commissioners. Amongst its other activities, the Commission published 'The Hurt Inside' (a report on the imprisonment of women and girls in Northern Ireland) in June 2005 and in January 2006 the Commission announced the launch of an investigation into immigration detention.

4.12 The Government launched a consultation in November 2005 on the powers of the NIHRC. This followed a review of its own powers conducted by the Commission, and the announcement by the then Secretary

of State, Paul Murphy, in December 2004 that the NIHRC should be granted the right of access to places of detention and the power to compel evidence and witnesses. The consultation document outlined the Government's detailed response to these and other recommendations made by the Commission and invited views on this and how implementation, including appropriate safeguards where appropriate, should be carried forward. The consultation period closed in February 2006 and the Government is now actively considering the next steps.

4.13 In November the NIHRC announced its plans to take forward its statutory duty in relation to a Bill of Rights. David Hanson MP, Minister of State, met with political parties to discuss their views on how to build cross-community support for the Bill of Rights in the light of the timeframe set out by NIHRC.

4.14 Dame Joan Harbison's term as Chief Commissioner of the Equality Commission for Northern Ireland (ECNI) concluded on 31 July 2005. Following OCPA regulated competitions, the Government appointed a new Chief Commissioner, Bob Collins, and four commissioners to ECNI on 1 August 2005, joining the 13 existing commissioners.

4.15 The Government launched a six month period of consultation on the review of the operation of the Section 75 equality duty in the Northern Ireland Act 1998, which concluded at the end of September. Officials met with the political parties, the Equality Coalition and Professor Chris McCrudden. A total of 13 written responses were received. The Government is preparing a final response to the review.

Public Inquiries

4.16 The Bloody Sunday Inquiry was announced by the Prime Minister in January 1998 to inquire into the events of 30 January 1972 when 13 people were shot and fatally wounded by the Army during a civil rights march. The Inquiry concluded its public hearings in October 2004 and is now in the process of compiling its report.

4.17 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 Justice, 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. The Government announced in September 2004 that preparations would be made for an inquiry into the murder of Patrick Finucane on the basis of new legislation then

before Parliament. That legislation – the Inquiries Act 2005 – has now passed, and preparations are ongoing for the establishment of the Inquiry. The Secretary of State announced on 23 November 2005 that, at the request of the Billy Wright Inquiry, he was converting the statutory basis of that Inquiry to the Inquiries Act from the Prisons Act (Northern Ireland) 1953.

Electoral Issues

4.18 The Government launched separate consultation papers in August 2005 on proposals for the further reform of electoral registration and the regulation of political donations in Northern Ireland. The consultation period concluded in October 2005 and the Government published a response to the consultation setting out its intended way forward in January 2006. These proposals were incorporated in the Northern Ireland (Miscellaneous Provisions) Bill introduced to Parliament in February 2006.

4.19 The measures in relation to registration are designed to raise the numbers of eligible individuals on the electoral register, while maintaining the high levels of accuracy achieved following the introduction by the Electoral Fraud (Northern Ireland) Act 2002 of individual registration and the compulsory supply of personal identifiers. Under the proposals in the Bill, the obligation on the Chief Electoral Officer (CEO) to conduct an annual canvass will be removed and the CEO will be given enhanced powers to access data in order to maintain the accuracy of the register and seek to target proactively those not registered.

4.20 In relation to political donations, the Bill provides for the ending of the current disapplication of the provisions of the Political Parties, Elections and Referendums Act 2000 in relation to Northern Ireland parties and for the introduction of a transitional regime from October 2007 which will allow the Electoral Commission to check that donations accepted by parties are from permissible donors, although the reports themselves will remain confidential provided that parties comply with the law. The legislation would also limit permissible donors to individuals and bodies who may donate to GB parties, and to Irish citizens and bodies as defined in legislation, in recognition of Ireland's special role in the political life of Northern Ireland. The legislation is currently before Parliament.

Visits and Functions

4.21 In the past year, the Directorate organised and managed a substantial number of VIP visits to Northern Ireland, including thirteen by members of the Royal family.

It also handled a number of visits by national and international politicians, diplomats and cultural representatives. A large number of functions were also organised throughout the year, including eighteen citizenship ceremonies, the Secretary of State's annual garden party at Hillsborough Castle and a number of Ministerial receptions.

4.22 In addition to the normal programme of visits and functions, the Directorate, in association with the Office of the First and Deputy First Minister, played a key role in the design and delivery of the arrangements for the EU Informal Ministerial Meeting on Employment and Social Policy held in Northern Ireland in July 2005, as part of the UK Presidency.

British-Irish Intergovernmental Secretariat

4.23 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, which was established by the Anglo-Irish Agreement of 1985.

4.24 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.

4.25 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.

4.26 The Conference met at summit level, jointly chaired by the Prime Minister and the Taoiseach, at Downing Street on 27 June 2005; and at Ministerial level, jointly chaired by the Secretary of State for Northern Ireland and the Irish Minister for Foreign Affairs, in Dublin on 2 March and 19 October, and in London on 1 February 2006. Matters discussed included the political situation, security issues and developments in policing.

POLITICAL DIRECTORATE
/ POLICING AND SECURITY
DIRECTORATE / CRIMINAL
JUSTICE DIRECTORATE
/ CENTRAL SERVICES
DIRECTORATE / NORTHERN
IRELAND INFORMATION
SERVICE / NORTHERN

Chapter Five

Policing and
Security Directorate

Role and Task

5.1 The Policing and Security Directorate is tasked with delivering on PSA Target 1 as set out in this report.

Aim

5.2 To provide the appropriate financial and legislative 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 terrorism, paramilitarism and organised crime in a way which both observes human rights and complements the Department's political objectives.

Policing Objectives

5.3 The policing objectives for 2005/06 were to:-

- Deliver policing capability - an effective, efficient police service with widespread public support
- Provide operational support - assisting the police and army 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.

5.4 The Directorate is responsible for the delivery of one key target in relation to PSA Objective 2, There are two parts to the target:-

PSA Target 1 (part 1)

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

PSA Target 1 (part 2)

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

Table 5.1 – Performance against PSA Target 1 (part 1)

Percentage of respondents who think the PSNI does a good job in Northern Ireland as a whole			
2003/04	Jan – June 2005	Jan – Dec 2005	Difference from last year
58%	60%	61%	Up 3%

Percentage of respondents who think the PSNI treat both communities equally in Northern Ireland as a whole			
2003/04	Jan – June 2005	Jan – Dec 2005	Difference from last year
72%	80%	78%	Up 6%

Percentage of respondents who have confidence in the PSNI's ability to provide a day to day policing service for everyone in Northern Ireland			
2003/04	Jan – June 2005	Jan – Dec 2005	Difference from last year
76%	78%	79%	Up 3%

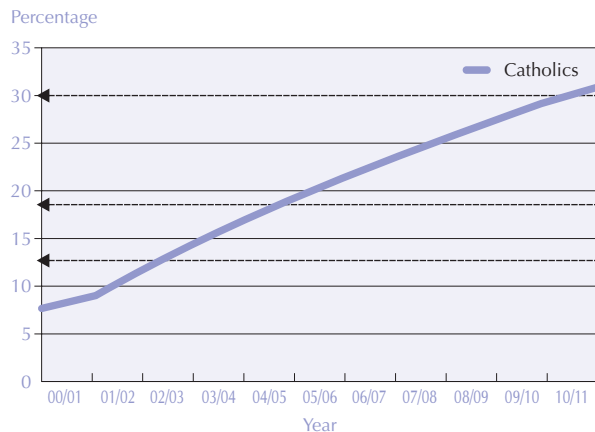
Percentage of respondents who think the Policing Board helps ensure that the PSNI does a good job			
2003/04	Jan – June 2005	Jan – Dec 2005	Difference from last year
80%	80%	78%	Down 2%

Percentage of respondents who think the Policing Board is independent of the PSNI			
2003/04	Jan – June 2005	Jan – Dec 2005	Difference from last year
74%	75%	75%	Up 1%

Percentage of respondents who think the Police Ombudsman helps the PSNI do a good job			
2003/04	Jan – June 2005	Jan – Dec 2005	Difference from last year
85%	85%	85%	No Change

Percentage of respondents who think the Police Ombudsman is independent of the PSNI			
2003/04	Jan – June 2005	Jan – Dec 2005	Difference from last year
89%	89%	89%	No Change

5.5 These results are taken from the Northern Ireland Crime Survey, the method by which the Department now measures performance against PSA target 1 (part 1). Although some results took a slight dip towards the end of the year, the weighted composite measure of 76% still represents a 3% increase on the previous year.

Chart 5.1 – Trajectory of Performance against PSA Target 1 (part 2)

5.6 Performance against PSA Target 1(part 2) over the last 12 months has been extremely encouraging. As can be seen from Chart 5.1 above, the NIO remains well on target to reach its goal of 30% Catholic composition amongst the PSNI regulars by 2010/11. As at 31 March 2006, 2,172 officers had been recruited under the temporary 50:50 provisions. As a result Catholic composition in the regulars has risen from 8.3% in 1998 to 19.45% in March 2006.

Looking Back over Policing in 2005/06

5.7 During 2005/06 the PSNI has continued to make steady progress in its fight against crime. Although latest available figures show a slight increase in reported crime (covering the period April 2005 to January 2006) this must be looked at in the context of what had been a general downward trend in recent years. The year did see further reductions in some areas such as car crime and burglary; theft from vehicles was down on the corresponding period last year by 19.4% with vehicle theft showing a reduction of 15.7%. Burglary was down 4.2% overall with domestic burglary down by 0.7%.

5.8 Policing has continued to change in line with the Patten recommendations. In April 2005 the first officers began to leave the PSNI under the terms of the severance programme phasing out the Full-Time Reserve (FTR). In total 351 officers are expected to have left the service under the terms of the FTR severance arrangements by the end of March 2006, with 300 officers expected to have made use of the services available through the Police Retraining and Rehabilitation Trust.

5.9 Her Majesty's Inspector of Constabulary published his first assessment of progress against the baseline assessment prepared the previous year. While the report identified both strengths and areas for further improvement, overall the report was encouraging and highlighted the excellent work of the PSNI and recognised the efforts and commitment of all those involved in ensuring the delivery of efficient and effective policing in Northern Ireland.

5.10 Development continued during 2005/06 of the policing accountability structures. All District Policing Partnerships (DPPs) continued to undertake their various responsibilities throughout the period. In accordance with the legislative requirement local government elections required DPPs to be reconstituted. The Policing Board-led reconstitution exercise was completed successfully with the membership of all 26 District Policing Partnerships being announced on 2 December 2005. During the latter part of the period of this report the Board held a number of training events for all DPP members.

5.11 Al Hutchinson, Police Oversight Commissioner, produced three reports during 2005/06. The June 2005 report set out the position on all 175 Patten recommendations and stated that some two-thirds had been implemented. In September 2005 the Oversight Commissioner's report dealt with human rights and accountability while the December 2005 thematic report looked at the subject of training.

5.12 At the Policing Board meeting on 2 February 2006 the Board agreed in principle to the recruitment of Police Community Support Officers (PCSOs), subject to no variation between the vetting criteria for membership of the PCSO and those which govern regular police officers and to confirmation of the contents of the proposed terms of employment of the PCSO and the draft legislation, respectively. The Board also agreed to the rolling out of four new areas of recruitment in respect of the Part-Time Reserve, subject to a scoping study by the PSNI.

5.13 In respect of the wider policing family 2005/06 was also an important year. The RUC George Cross (GC) Memorial Garden at Brooklyn in Belfast continued to attract a large number of visitors. The Security Minister, Shaun Woodward MP, hosted a reception for members of the RUC GC Widows Association and RUC GC Parents Association at Hillsborough in September and the Northern Ireland Police Fund held a major conference in November.

5.14 2005/06 was a successful year for recruitment. The PSNI continues to attract large numbers of high calibre applicants from both sides of the community. As at 31 March 2006, 2,172 recruits had been selected for

appointment on the basis of 50% Catholic and 50% non Catholic. Consequently the composition of Catholic officers in the regulars has risen from 8.3% in 1998 to 19.45% on 31 March 2006.

5.15 The NIO-led Steering Group on Alternative Policing Approaches Towards the Management of Conflict expects to publish its fifth report in spring 2006. Amongst other developments, it will note the development of a proven safer alternative to baton rounds (the Attenuated Energy Projectile) which was introduced operationally to the police and army in Northern Ireland and to all police forces in England and Wales on 21 June 2005. The report will also note the progress being made towards the development of the new Discriminating Irritant Projectile which is scheduled to become available at the end of 2008.

5.16 The first formal exchange of police officers between the PSNI and the Garda took place in October 2005 under the terms of the protocols signed by the Chief Constable and Garda Commissioner earlier in the year. Further personnel exchanges are planned to cover training, human resources, roads policing and community safety.

Security Objectives

5.17 The security objective is to provide legal and working frameworks to counter terrorism, to maintain public order and to combat organised crime effectively, so as to promote public safety, command community confidence and underpin political developments.

5.18 This requires the Directorate:-

- To have in place and maintain a legislative framework for dealing effectively and proportionately with the terrorist threat
- Through the Organised Crime Task Force, to have in place 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 normal 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.

Looking Back over Security in 2005/06

5.19 The Organised Crime Task Force (OCTF) published its fifth annual report in June 2005. The report highlighted the successes of the Task Force against organised crime during 2004/05, assessed the threat to Northern Ireland society from the various forms of organised crime and detailed the initiatives being taken forward in 2005/06. During 2004/05 the OCTF successfully:-

- Disrupted or dismantled 28 top level NI organised crime gangs
- £9.5m of drugs were seized by PSNI
- Counterfeit goods worth £7m were seized by PSNI
- Legitimate fuel deliveries increased by 6%
- Assets totalling nearly £12m were restrained or confiscated by PSNI, HM Revenue and Customs (HMRC) and the Assets Recovery Agency (ARA).

5.20 The Task Force continues to bear down on organised crime in Northern Ireland. The tables below demonstrate the year on year successes:-

Table 5.2 - Activity against Organised Crime

Drugs Seizures and Arrests 2002/03 – 2004/05

	2002/03	2003/04	2004/05
Total No. of Seizure Incidents	1,781	2,347	2,402
'Street Value' of Drugs Seized	£11.1m	£15.1m	£9.5m
Persons Arrested	1,295	1,754	1,356
Persons Charged	798	1,088	1,077

Source: PSNI Statistical Report 2004/05

Street Value of Counterfeit Goods Seized by PSNI 2002/03 – 2004/05

	2002/03	2003/04	2004/05
Value (£million)	£6.7	£7.6	£7

Source: OCTF Annual Report 2004/05

Oils Fraud – Customs Activity 2001/02 – 2003/04

	2001/02	2002/03	2003/04
Laundering plants disrupted	8	21	13
Seizures of illicit oils (m litres)	1.75	1.59	1.52
Gangs disrupted	7	1	2
Convictions	15	3	4
Average Sentence (months)	16	8	7
Confiscation Orders	Nil	£250K	Nil
Vehicles Seized	684	1,576	901

Source: OCTF Annual Report 2004/05

Tobacco – UK Market Shares (%)

	2001/02	2002/03	2003/04
Illicit market share: %	20	15	15

Source: OCTF Annual Report 2004/05

Armed Robberies 2002/03 – 2004/05

	2002/03	2003/04	2004/05
No. of armed robberies in NI attributed to organised criminals	113	70	64

Source: OCTF Annual Report 2004/05

Criminal Assets – Number of Confiscation and Restraint Orders Obtained by Police and Customs 2002/03 – 2004/05

	2002/03	2003/04	2004/05
Confiscation Orders	3	7	12
Restraint Orders	15	26	32

Source: OCTF Annual Report 2004/05

Criminal Assets – Amounts of Criminal Assets Restrained or Confiscated by Police and Customs 2002/03 – 2004/05

	2002/03	2003/04	2004/05
Restrained (million)	Not available	£10.2	£6.4
Confiscated (million)	Not available	£1.03	£1.4

Source: OCTF Annual Report 2004/05

Criminal Assets – Amounts of Criminal Assets Restrained or Confiscated by ARA 2004/05

	Number	Value (million)
Referred	44	£14
Under Assessment	23	£7
Adopted	16	£7
Mareva/IRO/Tax Assessments	12	£4

Source: OCTF Annual Report 2004/05

Alcohol – UK Market Shares (%)

	2001/02	2002/03	2003/04
Illicit market share: %	9	6	7

Source: HMRC Measuring Indirect Tax Loss 2004/05

5.21 An in-year review of the Task Force recommended a new structure comprising a stakeholder group, an operational strategy group and work streams involving both public and private sector partners.

5.22 The stakeholder group, chaired by the Security Minister, will meet twice yearly to advise on and monitor progress in achieving cross-cutting objectives to combat organised crime in Northern Ireland. It supports the law enforcement agencies in carrying out their statutory duties by creating a climate, politically and presentationally, to enhance their effectiveness. The group comprises senior representatives from PSNI, HMRC, the ARA, the Serious Organised Crime Agency (SOCA), the Home Office, the Head of the NI Civil Service, the NIO, the NI Policing Board, the NI Chamber of Commerce and Industry, the Federation for Small Businesses and the Confederation of British Industry.

5.23 The strategy group's role is to establish a shared understanding of the nature of organised crime in Northern Ireland; identify barriers to tackling the problem; and develop strategies to overcome them. The group comprises PSNI, HMRC, SOCA, ARA and the NIO and informs the strategic priorities set for the Task Force. It also facilitates co-operation and information-sharing across partner agencies and directs and monitors progress of the Task Force work streams.

5.24 There are eight work streams that focus on enabling and co-ordination, and criminal enterprises. Enabling and co-ordination looks to identify and implement changes to legislation, policy and procedures, improve public awareness and confidence, facilitate international co-operation and enhance analysis and measurement. Criminal enterprises focuses on specific organised crime threats such as

revenue offences, drugs, armed robbery and criminal finance. These are supported by sub and expert groups examining particular aspects of the organised crime problem.

5.25 These new structures will help to clarify reporting lines, improve operational co-operation and strengthen the analytical focus on which the Task Force's work is based. Further information about the Task Force can be found at www.octf.gov.uk.

5.26 Assets recovery in the UK was given greater priority when the statutory provisions were significantly enhanced by the Proceeds of Crime Act 2002 (POCA). The Act introduced a comprehensive package of measures to disrupt criminal enterprises and gave new powers to police and customs officers to investigate and seize assets accumulated through criminal activity. In addition, POCA established the Assets Recovery Agency and created a civil recovery and taxation scheme to recover the proceeds of unlawful conduct in cases where criminal prosecution cannot be brought. The new measures encouraged law enforcement to integrate assets recovery into their operational policies, and we are now seeing increasing evidence of the use of recovery powers by the law enforcement agencies. The OCTF Annual Report noted that the Assets Recovery Agency disrupted 12 criminal enterprises by early restraint or taxation in respect of more than £4m of assets. In the same period, PSNI and HM Revenue and Customs restrained or confiscated almost £8m of assets.

5.27 In 2004/05, 28 organised crime gangs have been disrupted or dismantled and 126 individuals arrested; some £9.5m worth of drugs and £7m worth of counterfeit goods have been seized by the PSNI; and legitimate fuel deliveries increased by 6%.

5.28 Following the Provisional IRA's statement on 28 July 2005, the Secretary of State published a revised normalisation plan on 1 August, setting out the Government's commitment to return the security profile in Northern Ireland to that commensurate with a normal peaceful society within two years, provided the enabling environment was maintained. The work required was to be divided into three tranches. Tranche one is now complete and the IMC reported on progress to that end in its ninth report, published in February.

5.29 The Independent International Commission on Decommissioning (IICD) reported on 26 September that it had witnessed and verified the decommissioning of what it believed to be "the totality of the IRA's arsenal". The IICD is continuing to seek to secure the decommissioning of weapons from other paramilitary organisations.

5.30 During the year the Independent Monitoring Commission produced four reports on paramilitary activity and their first report on the security normalisation programme. The Secretary of State published his second report on the operation of the IMC.

5.31 Overall, the general trend in paramilitary-related incidents has continued to improve, although the period between June and September saw some of the worst violence in recent years. The feud between the LVF and the UVF flared up again, leading to four murders, and disorder attending and following the rescheduled White-rock parade on 10 September saw blast bombs and a range of other missiles being thrown at police and military personnel.

5.32 A new division was established within the Policing and Security Directorate to bring together the NIO's responsibilities for protecting the integrity of government and certain other assets in Northern Ireland. Improvements were made to the arrangements for ensuring the security of the Department and its information and other assets. A targeted and proportionate security vetting service continued to be provided for government and other organisations in Northern Ireland.

Highlights of the Year – Policing

5.33 The police have continued to enjoy the support of the vast majority of the community and while there is still work to be done, results from the Northern Ireland Crime Survey have shown that confidence in the police is high. While some districts showed a slight increase in reported crime during the year, steady progress has been made in the fight against crime and it is believed that this reflects a greater confidence within the community to work alongside the police in the prevention and detection of crime.

5.34 One of the undoubted successes of Patten has been the establishment of District Policing Partnerships and the role they play in the new policing architecture for Northern Ireland. Their role and contribution continue to receive very positive comments by the Oversight Commissioner in his reports.

5.35 As DPPs were established in March 2003 the Policing Board decided in 2004 to undertake a review of how DPPs had operated in their first year and to identify those areas of work or processes that could be improved to ensure a more efficient and effective service both by and to DPPs in the future. Officials were invited to be members of the review working group and have been actively

involved in the review process. The Policing Board published the review findings in the summer of 2005. Many of the findings related to the day to day operation of DPPs and many of the recommendations are well on the way to being fully implemented.

5.36 In April 2005 a revised code of practice for members of District Policing Partnerships was published to coincide with the next appointment competition for DPP independent members. To ensure the continued working of the District Policing Partnerships, which under the existing legislation would have ceased to operate at the date of the next local government election, Government introduced the District Policing Partnership (NI) Order 2005, in April. The Policing Board announced the reconstitution of DPPs on 2 December 2005.

5.37 In 1998 when Patten conducted his investigation only 8.3% of regular officers were from the Roman Catholic community. That figure now stands at 19.45%, with 2,172 recruits having been selected for appointment on a 50:50 basis. The Department's goal is to increase Catholic representation in the police service to 30% by 2010/11. Competition for trainee posts continues to attract a high number of applicants from both sides of the community. Almost 36% of applications over the nine recruitment campaigns run to date have been received from Catholics and 36% from females. The Oversight Commissioner has commended the PSNI for the progress towards achieving a quantifiably representative Police Service.

5.38 As directed by Patten, the search for an effective and acceptable alternative to the plastic baton round continued under the direction of an NIO-led steering group. Two separate research programmes were initiated and have led to the introduction on 21 June 2005 of the Attenuating Energy Projectile to the police and the army in Northern Ireland and to police forces throughout England and Wales. Government will also continue the development of the Discriminating Energy Projectile with the aim of having it available for operational deployment by the end of 2008.

5.39 North South policing co-operation continued across a range of areas including the mutual personnel exchange of officers in the areas of human resources and roads policing on 10 October 2005 under the terms of the protocols which were signed in February 2005. Further areas of exchange are planned for community affairs and training in the near future.

5.40 The Historic Enquiry Team (HET) began its work to review the unresolved deaths arising from the security situation in Northern Ireland between 1968 and 1998. The HET will provide a thorough and independent re-examination of unresolved cases, aimed at assisting in

bringing closure to those families of victims affected by deaths attributable to the Troubles; re-examining all deaths attributable to the Troubles and ensuring that all investigative and evidential opportunities are examined and exploited in a manner that satisfies the PSNI's obligation of an effective investigation, in line with Article 2 of the PSNI Code of Ethics.

5.41 The Lay Visitors' Reports Order 2005 came into operation in October 2005. In line with Patten Recommendation 64 it enables the Policing Board to empower lay visitors to observe interviews on camera, subject to the consent of the detainee, and report on the conduct of the interviews.

Highlights of the Year - Security

5.42 Based on a range of indicators the overall level of paramilitary activity has continued to decline. The number of deaths linked to the security situation has remained at the lowest level since 1969. The level of military support required by the PSNI has continued to decline, enabling the last remaining roulement (six month tour) battalion to be released to be deployed on other MOD commitments. The IICD reported in September having witnessed the decommissioning of what it believed to be the totality of the IRA's arsenal. The IMC stated in its ninth report, published on 8 March, that "PIRA has taken a strategic decision to follow a political path" and that it does not in their view "present a terrorist threat".

5.43 The Organised Crime Task Force's successes during 2005/06 will be reported in the 2005/06 OCTF Annual Report, due to be published in May/June 2006. Highlights during the year include:-

- July 2005 – illegal fuel laundering plant uncovered and dismantled by HMRC, supported by PSNI, in Camlough, Co Armagh. Estimates indicate a potential revenue loss of £1m per year
- September 2005 – ARA granted an interim receiving order over assets worth £750,000 which the Agency believes were derived from fuel smuggling
- October 2005 - one individual arrested and cannabis valued at several hundred thousand pounds seized by PSNI in County Armagh
- November 2005 - senior Loyalist paramilitaries arrested and charged with offences relating to blackmail, intimidation and money laundering

- December 2005
 - PSNI seized counterfeit goods valued at £1.5m from Jonesborough market
 - HMRC recovered more than three million cigarettes from a container arriving at Belfast Docks from China
 - PSNI arrested a key armed robbery and tiger kidnap gang; four men have been charged with possession of firearms with intent and conspiracy to rob
- January 2006 – PSNI seized counterfeit goods valued at £219k
- February 2006 – PSNI seized drugs valued at £210k
- March 2006
 - ARA granted an interim receiving order over assets worth £3.6m which the Agency believes were derived from drug, fuel and cigarette smuggling
 - PSNI and HMRC seized counterfeit goods cash and equipment valued at £600k during a co-ordinated operation.

5.44 The temporary counter-terrorism provisions contained in Part VII of the Terrorism Act 2000 expired in February 2006. Primary legislation was brought forward to extend their life until the end of the security normalisation period. The Terrorism (Northern Ireland) Bill received Royal Assent in February 2006.

Looking Forward – Policing

5.45 Work will continue to look at increasing public confidence in the police. Information on a wide range of confidence-type issues gathered from key stakeholders is currently being analysed and will serve as a useful database. It is hoped that it will also help to identify specific trends which in turn will inform the development of a longer term strategy for increasing public confidence. Planning for year seven of the voluntary severance scheme (2006/07) is well underway with just under 300 officers due to leave during the course of the year. Continuation of the severance scheme, combined with ongoing recruitment, will ensure progress continues to be made against the target to increase Catholic representation. The remaining officers from the total of 690 due to leave the Full-Time Reserve between April 2005 and September 2006 will continue to depart throughout the year .

5.46 District Policing Partnerships were reconstituted in December 2005. All the members of the newly reconstituted District Policing Partnerships were receiving introductory training during the first months of 2006. The Secretary of State announced on 13 October 2005 his decision to

reconstitute the Policing Board with the intention of having a new Board in place by 1 April 2006. On 13 March 2006 the Secretary of State announced the membership of the newly constituted Policing Board to take effect from 1 April 2006.

5.47 The Review of Public Administration announcement on the future District Council structures will have an impact on both District Command Unit and District Policing Partnerships structures. PSNI are considering what revised structures they will put in place for District Command Units and work is being undertaken to determine future DPP structures so that effective arrangements are in place.

5.48 During 2006/07 it is intended to complete regulations on designated civilians as provided for in the Police (Northern Ireland) Act 2003. The purpose of the regulations is to apply a complaints and misconduct system to civilians and contracted-out staff who have been designated with limited policing powers. It is also intended to extend the provisions of the Serious Organised Crime and Policing Act 2005 relating to designated civilians to Northern Ireland.

5.49 Work will also continue to improve co-operation between the PSNI and Garda Siochana by facilitating the movement of officers between both forces through secondments and lateral entry arrangements.

5.50 A detailed review of the 50:50 recruitment provisions will also be undertaken by March 2007 as required under the legislation.

5.51 It is planned to enhance significantly the arrangements for employment checking in Northern Ireland by using Part 5 of the Police Act 1997 to establish a criminal disclosure body for Northern Ireland. This is being taken forward in partnership with other Government departments and the PSNI, in consultation with other key stakeholders from the commercial and voluntary sectors. The work will also give effect to the relevant recommendations of the Bichard Inquiry, thereby providing greater levels of protection to the vulnerable. It is the Department's intention that the new body will go live at the end of 2006/07.

5.52 Work will continue to integrate Northern Ireland more fully with the protective security arrangements in the rest of the United Kingdom.

Looking Forward – Security Organised Crime Task Force

5.53 The Task Force has developed an ambitious programme of work which it will take forward through its new structures. This includes:-

- Tackling illegal dumping - new legislation will be introduced in the autumn of 2006 enhancing waste enforcement powers to enable suspect vehicles to be stopped, searched and, if necessary, seized and retained pending the outcome of an investigation
- Oils fraud - proposals to streamline and tighten the petrol licensing regime are currently being considered. The Task Force will review the current petrol licensing regime in other jurisdictions, such as GB and ROI, to identify and implement best practice
- Safeguarding charities - legislation is planned for the summer of 2007 to introduce a full statutory regime, including a Northern Ireland Charities Register regulated by a newly appointed Charities Commission
- Preventing extortion in sectors such as the construction industry. Professor Ron Goldstock, in his 2004 report "Organised Crime in NI: A Report for the Secretary of State", recommended the use of Independent Private Sector Inspector Generals to monitor compliance with relevant law and regulations. A pilot project, involving six public sector construction contracts, has been completed and the evaluation and final report is due in spring 2006
- Immigration - The UK Immigration Service is establishing a multi-agency immigration enforcement office in Belfast during 2006. The office will have prosecution and removal powers; it will liaise directly with PSNI and the Garda National Immigration Bureau in the Republic of Ireland
- Private Security Industry - in Northern Ireland the private security industry (door supervisors and security guards) is currently regulated by Part 7 of the Terrorism Act. The NIO is currently reviewing the existing provisions with a view to introducing reforming and modernising legislation within the next two years
- Strengthening the regulatory framework - the Task Force is examining the regulatory framework around legitimate businesses, such as taxis, pubs and hotels, to determine how they may be further enhanced. Revised taxi licensing legislation is planned to be in effect in 2007, providing for operator licensing and enhanced enforcement powers. The public consultation on a liquor licensing paper, which proposes the introduction of personal and premises

licenses and strengthened enforcement measures, ended in January 2006 with a policy announcement due in summer 2006

- Assets Recovery - from April 2006 the Home Office will operate a new Assets Recovery Incentivisation Scheme which rebates half of the monies received back to the relevant law enforcement agency, the balance being retained by the Home Office. This, coupled with the ARA's plans to significantly expand its Northern Ireland operations, will further increase the capacity to seize criminal assets in Northern Ireland.

Northern Ireland Policing Board

5.54 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.

5.55 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.

5.56 The Board comprises 19 members, of whom at their original appointment ten were members of the Northern Ireland Assembly and nine were independent members. Immediately following the suspension of the Northern Ireland Assembly on 14 October 2002 the then Secretary of State, in accordance with the Police (Northern Ireland) Act 2000 reconstituted the Board. All 19 members accepted the invitation to continue to serve.

5.57 On 2 August 2005 the Secretary of State announced his decision to roll forward the current membership of

the Policing Board - membership of the Board was due to end by 16 October 2005. On 13 October 2005 the Secretary of State announced his decision to reconstitute the Board indicating that the current membership would roll forward with the intention of a new Board being in place by 1 April 2006. The Secretary of State announced on 13 March the names of the new Policing Board members to serve for a term of four years from 1 April 2006. This comprises of 19 members with 8 MLAs and 11 independents. 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

5.58 The aim of the Police Service 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 2005/06

5.59 The police resource and capital allocation for 2005/06 was set at £754.1m to meet the day to day running costs of the PSNI which comprises an approximate average of 7,489 Regular Officers (including an average of 294 trainees), 1,240 Full-Time Reserve Officers, 877 Part-Time Reserve Officers and 3,052 Support Staff. 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

5.60 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 her 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.

5.61 The Police Ombudsman's resource and capital allocation 2005/06 was £8.47m. The office has a complement of 128 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 June and available from the Police Ombudsman for Northern Ireland, New Cathedral Buildings, St Anne's Square, 11 Church Street, Belfast, BT1 1PG. Information can also be found at the Police Ombudsman's website www.policeombudsman.org.

Parades Commission

5.62 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.

5.63 The Commission's budget for 2005/06 was £1.15m. The Commission's seventh Annual Report was presented to the Secretary of State and was laid before Parliament on 30 November 2005.

5.64 The Secretary of State appointed a new Chairman and six new members to the Parades Commission with effect from 1 January 2006.

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

Independent Monitoring Commission

5.66 During the year the Independent Monitoring Commission produced four reports on paramilitary activity. Two of these were regular six-monthly reports and two were ad hoc reports. One of the ad hoc reports

(the sixth report) covered a violent feud between the Ulster Volunteer Force and the Loyalist Volunteer Force. An ad hoc report (the eighth report) was prepared as a result of the Provisional IRA statement of July 2005. It reported on the levels of activity of all paramilitary organisation, including the Provisional IRA, since that statement was made.

5.67 The IMC must also monitor the delivery of the Government's security normalisation programme announced on 1 August 2005. The first report on the security normalisation programme (the ninth report) was published in March 2006. It covered the first six months of the normalisation programme.

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

Northern Ireland Police Fund

5.69 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.

5.70 In July 2000, John Steele, a former senior civil servant in the NIO, was appointed by the then Secretary of State to make further recommendations about the needs of those concerned and the arrangements to set up such a fund. He produced his report, containing 22 recommendations in October of 2000. In line with his recommendations the Fund only supports those affected by terrorist violence. The Northern Ireland Police Fund was set up in autumn 2001 as an independent body, with company limited by guarantee status. In October 2004 John Steele's review of the Police Fund was published.

5.71 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. The Fund has a range of programmes to which eligible individuals can apply for assistance and has an annual budget of between £1.5m and £2m.

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

Police Rehabilitation and Retraining Trust

5.73 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". 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.

Bibliography – Relevant Publications in 2005/06

- Office of the Oversight Commissioner Report 13 (April 2005)
- Office of the Oversight Commissioner Report 14 (September 2005)
- Office of the Oversight Commissioner Report 15 (December 2005)
- Code of Practice on the Appointment of Independent Members to District Policing Partnerships (April 2005)
- District Policing Partnerships (NI) Order 2005 (April 2005)
- Northern Ireland Policing Board and Police Service of Northern Ireland-Policing Plan 2004-2007
- Police Service of Northern Ireland and Police Service of Northern Ireland Reserve (Full-Time) (Severance) Regulations 2003
- Fifth Report of the Independent Monitoring Commission (May 2005)
- Sixth Report of the Independent Monitoring Commission (September 2005)
- Seventh Report of the Independent Monitoring Commission (October 2005)
- Eighth Report of the Independent Monitoring Commission (February 2006)
- Ninth Report of the Independent Monitoring Commission (March 2006)

- Lord Carlile of Berriew QC - Report on the Operation in 2005 of Part VII of the Terrorism Act 2000 (February 2006)
- Independent Commissioner for Detained Terrorist Suspects - 12th Annual Report 2004 (2005)
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- Independent Assessor of Military Complaints Procedures in Northern Ireland - 12th Annual Report 2004 (2005).
- Fifth OCTF Annual Report (June 2005).

POLITICAL DIRECTORATE
POLICING AND SECURITY
DIRECTORATE / CRIMINAL
JUSTICE DIRECTORATE
CENTRAL SERVICES
DIRECTORATE / NORTHERN
IRELAND INFORMATION
SERVICE / NORTHERN

Chapter Six

Criminal Justice
Directorate

Role and Task

6.1 During 2005/06 the Criminal Justice Directorate was tasked with the delivery of PSA Targets 2 and 3 as set out in Appendix A.

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 2005/06 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, especially domestic burglary and vehicle crime and anti-social behaviour, and promoting feelings of safety
- Optimise youth justice outcomes, within legislative and resource parameters
- Co-ordinate the efforts by the Probation Board for Northern Ireland (PBNI), the Youth Justice Agency, the Prison Service and others to reduce the rate of reconviction
- Commence preparation for the eventual devolution of responsibility for justice matters
- Secure an improved service to the public through better co-operation, co-ordination and accountability in the Criminal Justice System Northern Ireland (CJSNI), including professional and voluntary bodies

- Support and scrutinise the performance and ensure the efficient and effective operation of agencies and other partner bodies that the Directorate funds.

Looking Back over 2005/06 Criminal Justice Reform

6.4 Good partnership working continued through the work of the Criminal Justice Board and at Ministerial level to facilitate and support the good corporate governance of the criminal justice system in Northern Ireland. The Ministerial Trilateral was replaced by a new Ministerial group, the Criminal Justice and Policing Strategy and Delivery Group (SDG). This group, chaired by the Secretary of State for Northern Ireland, is intended to provide a more focused forum for strategic leadership and performance monitoring for the justice system.

6.5 The joined-up approach adopted by the main criminal justice organisations was showcased in June 2005 in a fortnight of events entitled "Highlighting Criminal Justice". This provided a platform for a range of criminal justice events, which included the launch of the new Public Prosecution Service for Northern Ireland; the launch of Community Safety Partnership Strategies (further details under Community Safety section which immediately follows); and a conference on the subject of confidence in the CJSNI which was attended by the statutory, voluntary and community sectors.

6.6 In his fourth and fifth reports, the Justice Oversight Commissioner has commented positively on the progress made on the implementation of the Criminal Justice Review recommendations, with 73% now regarded as complete. Many of those remaining are dependent on the devolution of justice matters to a restored Assembly.

6.7 The Inter-Governmental Agreement on criminal justice co-operation with the Irish Government was signed in July 2005, formalising existing co-operation between the criminal justice agencies of both jurisdictions and setting out the first year's work programme, which will involve the respective forensic science agencies, probation services and police services.

6.8 The Criminal Justice Review recommended the development of an equity monitoring strategy, with a view to recording any potential differential in the treatment of the different groups of people being processed through the criminal justice system in Northern Ireland. The Criminal Justice Board therefore approved a pilot study to test the processes by which self-classified equity monitoring data can be collected. It

commenced on 5 December 2005 and finished in February 2006. The pilot takes the form of an arrestee survey at three separate police custody suites across Northern Ireland and is administered by independent researchers. The scheme is entirely voluntary and the information gathered will be held by an independent agency and will not be made available to any third party. The pilot evaluation will help Ministers and the Criminal Justice Board to develop a full equity monitoring system for the CJSNI.

Community Safety

6.9 Community safety week, held between 20 and 24 June 2005, was one of the main highlights of the year. During this week, all 26 Community Safety Partnerships (CSPs) launched their local community strategies, setting out how they plan to deal with crime, the fear of crime and anti-social behaviour issues in their areas through to March 2008. In addition each partnership held a series of events showcasing the good work already being taken forward in each area. The NIO's Community Safety Unit (CSU) increased awareness of community safety issues by running a number of information campaigns during that week around domestic violence, bogus callers preying on the elderly and theft from vehicles.

6.10 Since then CSPs have been developing their action plans for 2006/07 and 2007/08. These plans, which arise directly from the strategies published during the year and are due for publication in April 2006, set out in detail the projects that will be taken forward in local areas over the next two years. The CSPs have also continued to take forward key projects in their areas through the Challenge Competition. These vary in nature and scale, but include the operation of wardens along the walls in Londonderry, the introduction of Radio Link schemes in several towns across Northern Ireland and support for a home security project in Belfast. In order to improve expertise and skills in the field, an Advanced Certificate in Community Safety was launched at the University of Ulster, Jordanstown, in autumn 2005. Nearly 30 participants from a range of statutory, voluntary and community sectors have enrolled on the course.

6.11 The CSU has continued to support the development of Neighbourhood Watch across Northern Ireland in partnership with PSNI and the Northern Ireland Policing Board. Over 100 schemes are now in place spread across Northern Ireland. Two seminars were held in March for Neighbourhood Watch co-ordinators and representatives of CSPs and District Policing Partnerships to share learning and experiences.

6.12 The Unit has also developed its response to hate crime. A system for recording incidents of hate crime, Project RIOH (Recording Incidents of Hate), has been under development and it is anticipated that a pilot scheme will be launched in South Belfast soon. The project will allow a victim or a witness of any type of hate incident to report this to one of a number of local reporting centres. The information will be captured centrally and used to develop programmes and strategies to tackle hate crime. The Unit is also working closely with partners to develop practical responses to support victims of hate crime.

6.13 CSU is also working to develop programmes to tackle business and retail crime. In January 2006, a Northern Ireland-wide conference, "It's Your Business – Keep Crime Out", was held in conjunction with the Banbridge District Policing Partnership and the PSNI to raise awareness of issues around retail crime. The Unit also undertook an independent evaluation of the Radio Link Scheme to establish its usefulness in tackling business and retail crime and to guide any future strategy on the development of Radio Link schemes across Northern Ireland. A number of pilot seminars were also organised for retailers which provided training on retail security issues.

6.14 The Unit provided advice and information to agencies on tackling anti-social behaviour issues including the use of anti-social behaviour orders and acceptable behaviour contracts. It also provided direct financial and implementation support to the establishment of a community warden scheme in the Holyland area of Belfast and to the Essential Services Safety Group, which works to reduce the number of attacks on the emergency services in west Belfast. Furthermore an anti-social behaviour workshop was held in February 2006 to share best practice among relevant agencies in Northern Ireland and a seminar was held in August 2005 to address anti-social behaviour issues impacting on the night-time economy.

6.15 The Unit has continued its financial support for a number of key regional crime prevention projects. Lock Out Crime (LOC), which provides additional security for older people was extended to include those aged 65 and over (previously 75) in receipt of housing benefit or rate rebate. By January 2005 the CSU's partners, the Northern Ireland Housing Executive, had issued nearly 50,000 offer letters and had received over 13,300 responses. Almost 5,700 older people have received new security packages in their homes. The Unit held an event in November 2005 to mark the 5,000th person to have the LOC package installed.

6.16 Operation Clean Up which began in November 2004, had by December 2005 removed a total of 3,660

untaxed vehicles from streets in Greater Belfast, Antrim, Ballymena, Carrickfergus, Craigavon, Larne, and Lisburn, of which 2,300 have been destroyed. A major public information campaign was launched in November/December 2005 to tackle theft from vehicles, building on the successful campaign in 2004 which won a national advertising industry award for effectiveness.

6.17 In Belfast, work has been taken forward in partnership with Belfast City Council, Belfast Regeneration Office, Department of Social Development and Bryson House to install alleygates in five areas of Belfast. Such schemes have proved effective in England and Wales in reducing burglary and anti-social behaviour. The first gates were erected in the Antrim Road area at the end of March 2006.

6.18 The Unit has evaluated two drug arrest referral schemes operating in PSNI stations in Ballymena and Londonderry for which it provides financial support through the Northern Ireland drugs and alcohol campaign. Both evaluations showed that the schemes had a positive impact in reducing criminal behaviour among those with drug addiction problems.

6.19 The new domestic violence strategy for Northern Ireland together with an action plan covering the period to April 2007 was launched in October 2005. In partnership with the Department for Health, Social Services and Public Safety, the Unit has taken forward a number of key projects, including further sponsorship of the "Dolls House" media campaign and increased funding to support a new freephone domestic violence helpline. The Unit has sponsored a number of successful projects to raise awareness about domestic violence including DVDs and leaflets and has organised and co-hosted the prestigious "Raising the Standards" conference in Belfast in February 2006. This conference brings together experts from across the UK, Channel Islands and Republic of Ireland to share best practice and discuss issues of common concern.

6.20 Finally, CSU continued its support for voluntary organisations that directly support the criminal justice system, contributing over £3m to a range of organisations including Victim Support Northern Ireland, Extern, NIACRO, NSPCC and Nexus. The core funding to Victim Support has enabled them to support during the year around 1,700 individuals claiming criminal injury compensation, 2,500 individuals attending court as a victim or witness and 48,000 victims of crime.

Criminal Justice Services

6.21 This year saw the establishment of the youth justice sub-group of the Criminal Justice Board, which was set

up to provide a forum for statutory bodies in the criminal justice sector to guide and support their collaborative work and the development of seamless youth justice services. As well as commissioning a joint programme within the criminal justice sector, the sub-group is engaging with the wider youth sector to develop a common understanding of services for children.

6.22 In youth justice, August 2005 saw 17 year olds brought within the ambit of the youth court, as recommended by the Criminal Justice Review. This removed a long-standing anomaly between the age definition of a child in the criminal justice system and the social care system and accords with the principles of the UN Convention on the Rights of the Child.

6.23 The development of a £16.8m Juvenile Justice Centre was approved in July. Full planning approval for the new Centre was also granted and the contract for the design and construction of the facility awarded to JH Turkington and Sons in August 2005. Work on site commenced immediately and is progressing to plan and budget.

6.24 During the year the State Pathologist's Department (SPD) has undergone a review by the Criminal Justice Inspectorate for Northern Ireland. An action plan to address the recommendations was developed by the NIO and SPD. Forensic Science Northern Ireland (FSNI) was also inspected by the Criminal Justice Inspectorate for Northern Ireland during the year. An action plan to deal with the recommendations has also been agreed. FSNI has been taking forward a comprehensive modernisation programme affecting almost all areas of the Agency. The programme is already delivering results, e.g. DNA turnaround times have been dramatically reduced.

6.25 During the year, the process of re-appointing panel members to the Criminal Injuries Compensation Appeals Panel was completed and, in light of the changes introduced by the Civil Partnership Act 2004, the Criminal Injuries Compensation (NI) Scheme 2002 was amended to enable civil partners to be treated in the same way as married couples under the Northern Ireland Criminal Injuries Compensation Scheme.

Criminal Justice Policy

6.26 The Department has continued to focus on the drive for improvements in the effective and co-ordinated delivery of services to victims and witnesses of crime. A number of proposals, focusing particularly on improving information provision, have been under development in-year. These have included an interactive web-site and handbook providing victims and witnesses with

comprehensive information on the criminal justice system including the signposting of additional support services and initial proposals for the development of a single centralised point of contact for victims seeking access to specific case progression information. In addition, October 2005 also saw the launch of the PBNI Victim Information Scheme which provides victims with specific information on offenders subject to supervised sentences.

6.27 In response to the Criminal Justice Review recommendation that community-based restorative justice schemes could play a role in delivering restorative solutions to low level crimes, draft operational guidelines were developed during the year in consultation with other statutory agencies. On 5 December the draft guidelines were released for twelve weeks public consultation and decisions on the way forward will be made once respondents' views have been received and carefully considered. Following a period of public consultation on the range of sentencing disposals available within Northern Ireland, a number of policy proposals have been developed for Ministerial consideration. Work to implement the preferred option will be taken forward during 2006.

6.28 The Criminal Justice (Northern Ireland) Order 2005 was made law in July. This legislation contains provisions dealing with anti-social behaviour orders, road traffic measures and the proceeds of crime.

6.29 Several provisions of the Domestic Violence, Crime and Victims Act 2004 were brought into effect, including measures that deal with crimes of domestic violence and that address services for victims and the Drugs Act 2005 brought into force additional powers for the courts and police to deal with the problem of drug dealing and enforcement. The Serious Organised Crime and Police Act 2005 was made law in April. This legislation established a framework for the operation of the Serious Organised Crime Agency in the United Kingdom. The Act also included new measures for dealing with offenders convicted of serious offences, and made a range of amendments to the Proceeds of Crime Act, including a number of important changes to money laundering legislation. The majority of the provisions in the Criminal Justice Act 2003 which extend to Northern Ireland have now been commenced. These include important measures to improve court services and domestic violence and victims measures.

6.30 In response to the Criminal Justice Inspectorate report into the management of sex offenders published in March 2005, the Government agreed to draw up draft legislative proposals to establish statutory arrangements for managing the risk posed by sexual and violent offenders in Northern Ireland on a similar basis to the Multi-Agency

Public Protection (MAPP) arrangements in England and Wales. The Government also agreed to reactivate a fundamental review of the law on sex offences in Northern Ireland, and work began on preparing a new consultation paper.

6.31 Working with criminal justice partners through the Delay Action Group the Department continued to encourage inter-agency initiatives to speed up processing of crown court cases across the criminal justice system. Initiatives in place include the PSNI Reducing Delay Strategy, electronic case preparation, reforms within the forensic service and the continuing roll-out of the Public Prosecution Service.

6.32 The NIO's Statistics & Research Branch continued to support the Department and customers across the criminal justice system through the management of a series of research contracts on bail, youth justice, equity monitoring and offending behaviour. An innovative equity monitoring pilot to collect self classified section 75 data from eligible defendants who come into contact with the system commenced in December 2005. This pilot took the form of an arrestee survey administered by independent researchers in the police custody suites at Musgrave Street, Belfast, Banbridge and Strand Road, Londonderry. A wide range of research and statistical reports were published, including: Digest of Information on the Northern Ireland Criminal Justice System; Commentary on Northern Ireland Crime Statistics; an Evaluation of the Northern Ireland Youth Conference Scheme; bulletins on adult and juvenile reconviction rates and a methodological paper on predicting reconviction rates; and a series of bulletins on findings from the Northern Ireland Crime Survey.

Highlights of the Year

Criminal Justice Reform

6.33 The concerted efforts to build on the current outreach programme came to fruition on several fronts: the CJSNI Stakeholder Conference on confidence; engagement with schools was established through the launch of a criminal justice module for key stage four students of citizenship in October 2005; and a major overhaul of the Criminal Justice System website has improved the quality and accessibility of the information provided to the public.

6.34 In July 2005 the signing of the Inter-Governmental Agreement on criminal justice co-operation took place at Stormont. David Hanson MP, Minister for Criminal Justice, signed on behalf of the British Government and Michael McDowell TD, Minister for Justice, signed on behalf of



Building Confidence: Matching Perception with Reality" – CJSNI Annual Stakeholder Conference, June 2005

the Irish Government. This will now formalise a programme of co-operation between the Criminal Justice agencies in both jurisdictions.

6.35 The outstanding provisions of the Justice Acts continued to be brought into effect, including the establishment of the Public Prosecution Service for Northern Ireland and the Northern Ireland Judicial Appointments Commission.

6.36 The Criminal Justice Board approved a pilot study to test the processes by which self-classified equity monitoring data can be collected. The pilot evaluation will help Ministers and the Criminal Justice Board to develop a full equity monitoring system for the CJSNI.

Community Safety

6.37 The key event of the year was Community Safety Week, held between the 20 and 24 June 2005. This enabled CSU to display the range and activity not only of its own work, but also that of the 26 local Community Safety Partnerships. This was showcased at a major event in the Culloden Hotel in Holywood, when over 400 people came together to celebrate achievements to date and to outline plans for the future. The central element of that celebration was the launch of the 26 individual CSP strategies that will form the basis of all the work to be undertaken by partnerships in the next two years.

Criminal Justice Services

6.38 March 2006 saw the publication of an independent evaluation of the youth conferencing scheme. It showed high levels of both victim participation and satisfaction for all those who participated in the conference process. The evaluation set out a number of recommendations for improving the process which will inform and support the further roll-out of the scheme across Northern Ireland.

Criminal Justice Policy

6.39 The strong focus on victims issues during the year highlighted some excellent examples of the benefits of good inter-agency co-operation. One notable example was the development of multi-agency information sharing protocols to facilitate the effective operation of the PBNI Victim Information Scheme.

6.40 The range of measures which became law this year has further strengthened public protection by developing and maintaining a relevant body of criminal law. Among the main improvements to legislation were those dealing with organised crime and the proceeds of crime, improving road safety and protecting victims.

6.41 Previously biennial, the Northern Ireland Crime Survey became an annual survey from January 2005, using continuous fieldwork, with a view to tracking progress on confidence issues on a more regular basis.

Causeway

6.42 The Causeway Programme launched the electronic case preparation application in June 2005. This application, used by the PSNI, PPS and FSNI, enables the electronic transfer and sharing of investigation prosecution cases between these three agencies. Approximately 26,000 cases were placed on the system during the first six months of operation. The application builds upon the success of the Criminal Record Viewer (CRV) released in 2004. The CRV continues to prove effective and during 2005 additional users from the Compensation Agency and Police Ombudsman’s Office have started to use the service.

Chart 6.1 – Criminal record searches and views performed on the Causeway Criminal Record Viewer 2005

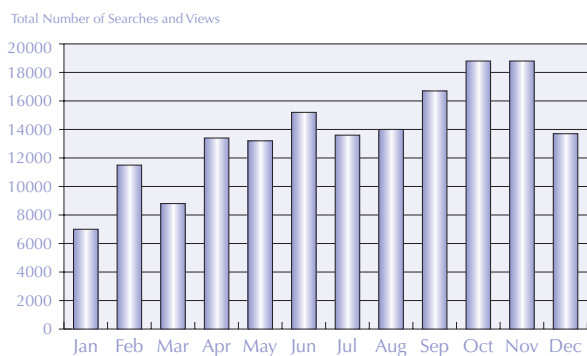
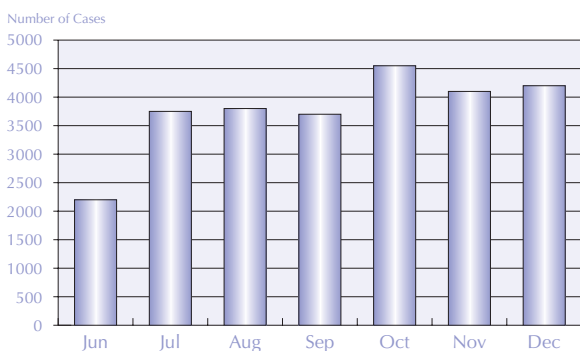


Chart 6.2 – Investigation prosecution cases held on Causeway 2005



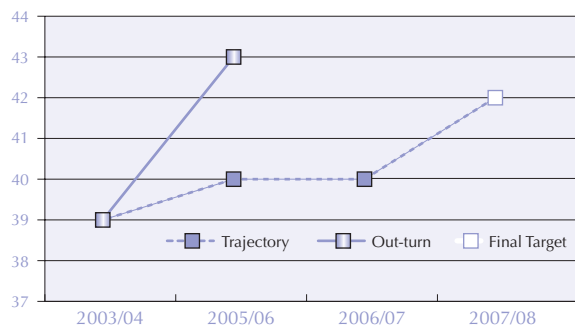
Looking Forward Criminal Justice Reform

6.43 It is hoped that the development of a Criminal Justice Communications Strategy will raise the profile of criminal justice issues and impact positively on public confidence over the next twelve months. In June 2006, a criminal justice week is planned to provide a forum to spotlight major criminal justice achievements. Lunchtime

seminars and follow-up workshops on stakeholder conference themes, and Criminal Justice Board road-shows will strengthen engagement with voluntary sector agencies and the wider criminal justice family.

6.44 In the summer 2006, the first set of figures from the subsidiary questions included in the Northern Ireland Crime Survey should be available for analysis. It is hoped this will assist the Department to move forward and focus on areas of public concern in relation to public confidence and more effectively target resources.

Chart 6.3 – Trajectory for Confidence in the Criminal Justice System



	2003/04	2005/06	2006/07	2007/08
Trajectory (%)	39	40	40	42
Out-turn (%) ¹	39	43		
Final Target (%)				42

¹ 2005/06 out-turn relates to fieldwork for January to December 2005. Results exclude 'don't know' responses and refusals.
Source: Northern Ireland Crime Survey

6.45 Confidence in the CJSNI will continue to remain a high priority for Ministers and the Criminal Justice Board. Public confidence is currently at 43%, up 4% from the baseline position of 39% (source: NICS - January 2005 to December 2005).

6.46 A project to establish a Law Commission for Northern Ireland will commence in 2006/07. A Project Board, jointly chaired by NIO and DFP has been established. A project manager has been appointed with a view to identifying a project team whose membership will comprise representatives of key stakeholders, such as NIO, DFP and the Court Service. The project team will take forward the strands of work necessary to establish a Northern Ireland Law Commission by April 2007.

6.47 The Justice Oversight Commissioner will issue his sixth and final report in July 2006, ending his three year tenure, and there will be further progress on projects

under the auspices of the Inter-Governmental Agreement. Work is currently under way on the development of the Attorney General's Human Rights Guidance for the Criminal Justice System in Northern Ireland and further commencement orders arising out of the Justice Acts will be taken forward as appropriate.

6.48 The equity monitoring pilot evaluation will help Ministers and the Criminal Justice Board to develop a full equity monitoring system for the CJSNI.

6.49 Preparations will continue for the devolution of justice functions.

Community Safety

6.50 During 2006/07, Community Safety Partnerships (CSPs) will begin to deliver their local community safety action plans. These flow directly from the strategies published this year and will focus on the specific community safety problems that were identified during the development of these strategies. The work of CSPs will be highlighted during criminal justice week planned for June 2006.

6.51 CSU will also continue to develop the Neighbourhood Watch scheme, celebrating success and providing information on effective schemes to further promote the scheme in those communities where it does not yet operate. Anti-social behaviour will be a major focus for the Unit, with further funding being made available to tackle the problem at a local level and to co-ordinate activities among those agencies that are currently dealing with the issue. Specific work will be taken forward to address the night-time economy and projects will include the establishment of a pilot scheme in Belfast to assist the public in getting home safely. Evaluations of current projects will be considered and further programmes and policies developed as appropriate. The Unit will also continue to support agencies in the use of appropriate interventions to tackle anti-social behaviour including anti-social behaviour orders and acceptable behaviour contracts.

6.52 Further work will be taken forward to develop the response to business and retail crime, building on the evaluation of the Radio Link scheme and the conference held in January 2006. A draft strategy to tackle business and retail crime will be published during 2005/06.

6.53 Actions to address hate crime will continue to be developed including a scheme to provide practical support for victims of hate crime residing in owner occupied and private let dwellings and, where resources permit. A system for recording hate incidents will also be

piloted in South Belfast and evaluated to assess the feasibility of a wider roll-out across Northern Ireland.

6.54 The Unit will also continue to develop work on a range of fronts including:-

- The development of domestic violence homicide reviews in Northern Ireland
- Examining the feasibility of establishing a one-stop shop for victims of domestic violence
- Completion of the Lock Out Crime programme and continued support for Operation Clean Up
- Developing further initiatives to tackle domestic burglary and car crime
- Reinforcement of the message that cannabis is both harmful and illegal
- Establishing a drug arrest referral scheme in Belfast
- Assisting with the implementation of the new Northern Ireland Alcohol and Drug Strategy
- Expanding town centre CCTV coverage in Northern Ireland
- Evaluating the pilot project and publishing a guide for communities in relation to the installation of alleygates
- Further development of publicly funded witness schemes in Northern Ireland
- Development of a draft strategy for the safety of older persons
- Working with other agencies to tackle knife crime in Northern Ireland.

Criminal Justice Services

6.55 Following its establishment in 2005, the youth justice sub-group of the Criminal Justice Board is committed to taking forward, amongst other things, two key tasks during the coming year:-

- Creating and realising a shared and ambitious vision for the work of all agencies which have a role in reducing youth crime and delivering better outcomes for young people, their families and the communities in which they live
- Development of a process map of the youth justice system which can be used to identify opportunities to create greater coherence, drive efficiency, improve outcomes and build confidence in the system.

6.56 In addition, 2006 will see the continued expansion of the youth conferencing scheme across Northern Ireland. Construction of the new Juvenile Justice Centre is scheduled

to complete in November 2006 and the facility is expected to become fully operational in January/February 2007.

6.57 The State Pathologist's Department continues to deliver a 24 hour service, 365 days a year to the Coroner and PSNI. The implementation of the majority of the recommendations from the Criminal Justice Inspection will be taken forward in the current year.

6.58 In this the 50th anniversary year of Forensic Science Northern Ireland, FSNI will continue to build on the significant progress that it has achieved in re-engineering its processes and structures as part of its modernisation programme. FSNI is also working to finalise a new strategic direction for the agency, to guide its development over the next five years and beyond. A critical part of the strategy will be the development of a policy context to feed into planning the development of a new, fit-for-purpose laboratory building.

6.59 On the compensation side, developments in the Home Office review of compensation issues will be monitored with a view to considering the applicability of any changes in GB to the arrangements for compensation in Northern Ireland.

6.60 The process of appointing a new probation board, with effect from December 2006, will be taken forward.

Criminal Justice Policy

6.61 The Division will be leading on the development of an overarching victims and witnesses strategy which will inform future coordinated policy development by criminal justice agencies. A strategy workshop, seeking views from the statutory and voluntary sectors and victims groups on its development is scheduled for April 2006.

6.62 On the broader victims agenda, it is also proposed to develop a revised Code of Practice for Victims of Crime which will establish delivery standards; to commission an independent survey capturing victims and witnesses views on their experience of engaging with the criminal justice process to provide an overall customer satisfaction baseline; and develop proposals for an accredited interpreters service.

6.63 A robust action plan has also been developed for implementation through the multi-agency Vulnerable Victims and Intimidated Witnesses Steering Group (VVIW), addressing the recommendations made by the Criminal Justice Inspectorate in its thematic report on service provision for victims and witnesses in the criminal justice system. This important programme of work will continue throughout 2006.

6.64 Proposals for the introduction of prosecutorial fines, in line with recommendations in the Criminal Justice Review, will be the subject of a public consultation in the early part of 2006 and work on both the sentencing framework and community-based restorative justice initiatives, which started in 2005, will develop during 2006 in line with Ministerial directions. Further work will be taken forward to develop provisions in relation to bail as well as improvements in sentencing and a number of measures to improve procedural arrangements in the criminal justice system.

6.65 Publication is expected later in 2006 of a draft sexual violence strategy for consultation. This work is being taken forward jointly with DHSSPS and is focused on producing a comprehensive regional framework for addressing both health and criminal justice aspects of sexual violence. Draft legislation will be introduced in 2006 to establish statutory arrangements to provide for multi agency management of the risk posed by sexual and violent offenders in Northern Ireland. The Department will work with the Northern Ireland Sex Offender Strategic Management Committee (NISOSMC) to prepare for implementation of the new arrangements. Draft legislation will be introduced in 2006 to reform the body of law on sexual offences in Northern Ireland. The Department will also liaise closely with the PSNI to assess the adequacy of the current law on kerb crawling and related issues following concerns about prostitution in Belfast city centre raised by residents and local elected representatives.

6.66 Working through the Delay Action Group, the Department will engage with the criminal justice organisations to focus efforts on reducing delay in case processing, in particular to respond to the recommendations in the Criminal Justice Inspection report on case processing times and to reach agreement on a baseline for case processing and to set appropriate targets.

6.67 The Department's Statistics & Research Branch will consult with customers and partners across the criminal justice system to consider the Statistics Commission's Review of Crime Statistics.

Probation Board for Northern Ireland Role and Task

6.68 The Probation Board for Northern Ireland is an executive NDPB 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 PBNI funds organisations that provide hostels for offenders, community organisations and both runs and funds community-based projects.

Aim

6.69 The Probation Board's aim is to help reduce crime and the harm that it does. To this end, and in addition to its statutory duties to the courts and offenders, the Board contributes towards the overarching Government strategy on criminal justice issues; works with appropriate agencies to contribute to localised community development projects; and shares its professional knowledge and skills with the community and other private and public sector bodies.

6.70 Key objectives for PBNI are agreed annually with the NIO and augmented by the Board's internal objectives and key performance targets. The latter includes carrying out work with offenders within agreed standards.

6.71 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.

Criminal Injuries Compensation Appeals Panel Northern Ireland Role and Task

6.72 The Criminal Injuries Compensation (Northern Ireland) Order 2002, which came into effect on 1 May 2002, introduced a tariff-based criminal injuries compensation scheme known as the Northern Ireland Criminal Injuries Compensation Scheme 2002. The aim of the Scheme is to provide people who have sustained criminal injuries with an easier, quicker and more accessible service through which they may claim compensation.

6.73 The Criminal Injuries Compensation Appeals Panel Northern Ireland, which is a tribunal non-departmental public body funded by the NIO, was established under the same Order. It is an independent body that deals with appeals against decisions about compensation made under the Scheme by the Compensation Agency.

Aim

6.74 The aims of the Criminal Injuries Compensation Appeals Panel are to:-

- Support the victims of violent crime by determining appeals promptly, impartially, fairly and in accordance with the Scheme
- Ensure that the Panel's services are delivered efficiently and effectively with proper consideration to value for money and in accordance with the Scheme.

6.75 Further information on the Criminal Injuries Appeals Panel can be found on their website at www.cicapni.org.uk, or by contacting the office at the Corn Exchange Building, 31 Gordon Street, Belfast BT1 2LG.

Bibliography – Relevant Publications in 2005/06

- CJSNI Annual Report 04/05 - June 2005
- CJSNI Annual Stakeholder Conference Report 2005 - September 2005
- Fourth report of the Justice Oversight Commissioner, available on the website www.justiceoversight.com – June 2005
- Fifth report of the Justice Oversight Commissioner, available on the website www.justiceoversight.com - January 2006
- Exploring the Criminal Justice System in Northern Ireland: a citizenship resource for post-primary schools - September 2005
- Digest of Information on the Northern Ireland Criminal Justice System 5
- A Commentary on Northern Ireland Crime Statistics 2004
- Evaluation of the Northern Ireland Youth Conference Scheme – March 2006
- Public attitudes towards crime and recovery of assets by the Assets Recovery Agency in Northern Ireland: Findings from the July 2005 Northern Omnibus Survey
- Northern Ireland Statistics on the Operation of the Terrorism Act 2000: January - June 2005
- Northern Ireland Prison Population Projections 2005 – 2009
- Views on Organised Crime in Northern Ireland: Findings from the January 2005 Northern Ireland Omnibus Survey

- Experience of Drug Misuse: Findings from the 2003/04 Northern Ireland Crime Survey
- Northern Ireland Statistics on the Operation of the Terrorism Act 2000: Annual Statistics
- The Northern Ireland Prison Population in 2004
- Predicting Reconviction Rates in Northern Ireland
- Juvenile Reconviction in Northern Ireland 2001
- Experience of Domestic Violence in Northern Ireland: Findings from the 2003/04 Northern Ireland Crime Survey
- Crime Victimization in Northern Ireland: Findings from the 2003/04 Northern Ireland Crime Survey
- Adult Reconviction in Northern Ireland 2001
- Northern Ireland Statistics on the Operation of the Terrorism Act 2000: January - September 2004
- Interim Evaluation of the Northern Ireland Youth Conferencing Scheme.

POLITICAL DIRECTORATE
POLICING AND SECURITY
DIRECTORATE / CRIMINAL
JUSTICE DIRECTORATE
CENTRAL SERVICES
DIRECTORATE / NORTHERN
IRELAND INFORMATION
SERVICE / NORTHERN

Chapter Seven

Central Services
Directorate

Role and Task

7.1 To support the Northern Ireland Office in achieving its overall aim and objectives as set out in the current Public Service Agreement, 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, including the objectives and targets set out in the PSA and the annual Departmental Business Plan.

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, procurement, 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 2005/06

7.4 Personnel Services Division (PSD) continued to provide personnel services and support for all the staff within the NIO and associated bodies. Appendix F provides key data on:-

- Administration costs to the Department
- Staff numbers
- Senior civil service staff showing the numbers paid in various salary bands from April 2005 to March 2006.

Recruitment

7.5 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 and details are available in the Northern Ireland Recruitment Service Annual Report. 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 published in March 2004.

7.6 During 2005, the NIO recruited a total of 200 civil servants to Belfast and London. Breakdowns of the grades and gender of staff recruited are illustrated in the charts below.

Chart 7.1 - Recruitment by Grade

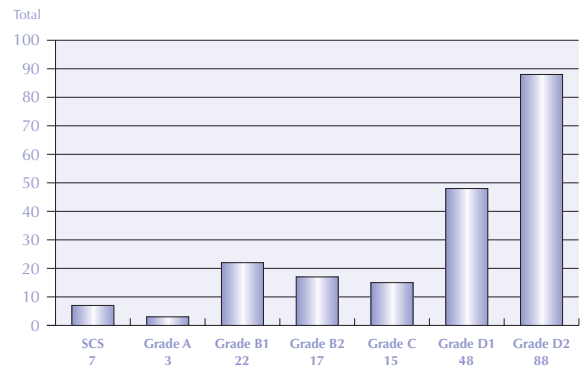
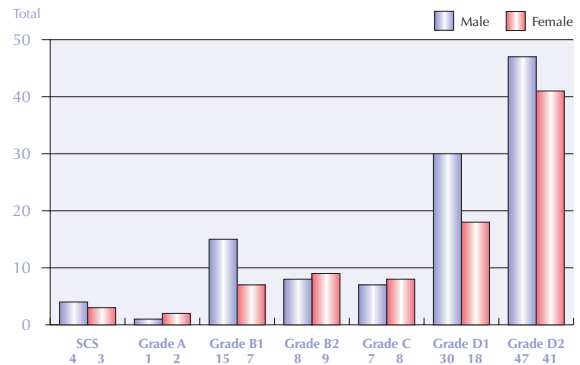


Chart 7.2 - Recruitment by Gender

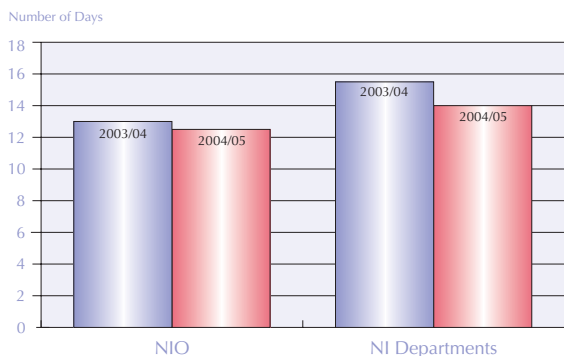


Managing Attendance

7.7 The composite target for Northern Ireland departments for a reduction in the sick absence rate for 2005/06 was

13.8 days per staff year¹. The NIO has a more stringent target: for 2005/06 the target was 11.6 days. The estimated sick absence rate for the NIO this year is 10 days per person per annum. The Department has set itself stretching targets for the next four years, leading to a target of 8.5 days per person per annum by 2009/10.

Chart 7.3 - Absence per Staff Year



Equal Opportunities and Diversity

7.8 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.

7.9 Equal opportunities training is included in induction and 130 new staff were trained in 2005. In addition, similar training was provided to a total of 191 staff in the Youth Justice Agency. First line management training programmes include awareness modules on equal opportunities and diversity. The Civil Service Reform Programme provides an opportunity to build on this work and to progress equal opportunities and diversity within the Department.

7.10 Two board level diversity champions have been appointed (to represent the different interests of London and Belfast staff) and a Diversity Steering Group, as well as a number of informal diversity networks, have been set up to consider diversity matters and action to address any issues. PSD staff are working with the champions and the network chairs to implement the diversity action plan that has been developed for the Department.

¹ Absence figures are expressed in terms of days lost per staff year, where a staff year equals the number of days a full-time employee is contracted to work (i.e. weekends, statutory holidays and annual leave are excluded).

Business Improvement

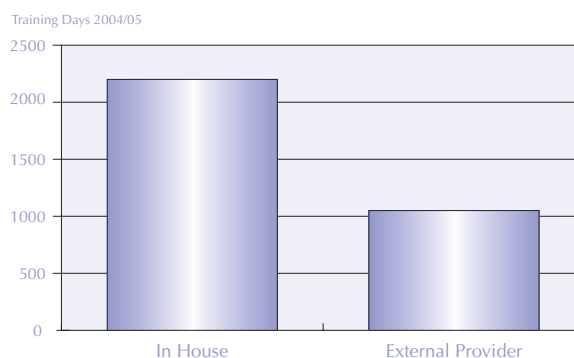
7.11 The Business Improvement Team (BIT) was merged with PSD on 1 December 2005 – in order to better enable the NIO to take forward the Professional Skills for Government initiative. Its primary responsibilities include:-

- Providing support and advice to Heads of Division on achieving performance improvement
- Administration of the NIO Mentoring Scheme – Peoplebank 2
- Co-ordination of the programme of divisional management health checks
- Administration of the Skills Exchange Programme
- Facilitation of development events for divisions
- Design and delivery of learning and development courses for staff, e.g., Train the Trainer, Competence Based Interviewing Skills, etc
- Administration of the Apprenticeships Scheme
- Compilation of the Corporate Learning and Development Plan
- Evaluation of the impact of learning and development on business performance within the Department
- Corporate induction for new staff.

Learning and Development

7.12 During 2005/06, a total of 3,244 training days were delivered, 2,235 of which were in-house.

Chart 7.4 – Learning and Development Days 2005/06



Further Education

7.13 BIT continues to manage the Further Education and External Training Scheme. During 2005/06, 14 staff were funded at a cost of £10,000.

Highlights of the Year

7.14 Key developments during the year were: –

- The development of an over-arching HR strategy for the Department, to ensure that people management issues are properly integrated with the Department's business strategy, and the introduction of associated HR and diversity action plans
- The introduction of new performance management and pay arrangements for staff between Grades A and D2. The new system is intended to help improve the way people are managed in the NIO by focusing on continuous feedback and development throughout the year, ensuring that people are enabled to do their job to the best of their ability
- The completion of 11 divisional management health checks
- The completion of a Professional Skills for Government skills audit for the senior civil service and Grade As throughout the Department and its agencies
- Facilitating volunteering opportunities for staff in partnership with Business in the Community
- The development and implementation of new promotion arrangements for fast stream staff.

Looking Forward

7.15 PSD has a challenging agenda for the forthcoming year as it seeks to participate fully in the eHR Programme which will aim to rationalise the delivery of HR functions across the NICS through a strategic partnership with a private sector provider.

7.16 The Division's programme of work for the coming year also includes:-

- Development of a major new in-house leadership programme for staff at middle management level
- Negotiation of the 2006 pay award, with a new settlement date of August to bring the NIO into line with the wider NICS
- Implementation across all grades of staff of the Professional Skills for Government initiative
- Support of the NIO's participation in the programme of Capability Reviews.

Financial Services Division

Looking Back over 2005/06

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

7.18 The Division is structured into four 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
- Finance, Policy and Accounts: dealing with the overall management of the consolidated Resource Account (incorporating the core Department and its agencies) and management of Central Government Accounts (incorporating NDPBs)
- Advice, Guidance and Business Cases: dealing with issues of propriety, precedent and approval for specific spending projects
- Efficiency Programme: supporting the Department in identifying, analysing and reporting on efficiency savings in order that the Department delivers its commitment of 2.5% efficiency savings, at least half of which must be cash releasing, within each year of SR2004.

Highlights of the Year

7.19 FSD has continued to work in close partnership with the Northern Ireland Audit Office and made significant progress in achieving the "faster closing" timetable. The 2004/05 Resource Accounts and Central Government Accounts were both completed without qualification and within deadlines set by HM Treasury. The Division has led work in preparing the Department for the 2007 Comprehensive Spending Review and the value for money reviews which will form part of this process.

7.20 Significant progress has been made by the Efficiency Programme, reporting the delivery of £38²m worth of efficiency savings (of which £29m are cash releasing) as of March 2006. A revised Efficiency Technical Note (ETN) was published in December 2005 providing a detailed breakdown of the various efficiency initiatives including both quantitative and qualitative metrics. The Office of Government Commerce Moderation Panel assessed the NIO Efficiency Programme as amber / green, an encouraging outcome that reflects the quiet optimism

² Forecast efficiency savings for March 2006.

that the Department will deliver against target. The Efficiency Programme Team has worked closely with the delivery groups and liaised directly with Treasury to ensure all reporting deadlines were met.

7.21 The Division has successfully implemented COINS – the HM Treasury Combined On Line Information System - and has rolled out access of its finance system to divisions across the Department, allowing finance reports to be viewed remotely. The Division has also improved the timeliness of monthly finance reports by reducing the time taken to issue from 10 to 6 working days after each month end.

7.22 FSD has continued to develop full resource accounting and budgeting (RAB) across the Department. This has been supported by increasing the professional accountancy base and the introduction of a dedicated training unit which rolled out a series of finance training courses during the year. It has also played a leading role in the Corporate Governance Improvement Project which aims to strengthen and promote corporate governance practice across the Department.

7.23 The Division played a lead role in launching the intranet based “Think Finance” desk guide, an outcome of the “Think Finance” Performance Improvement Project. User friendly guidance on preparing business cases in accordance with Treasury guidance was developed and rolled out to staff across the Department through a series of training courses and, working in partnership with HM Treasury colleagues, a Financial Management Review was completed.

7.24 The Division has also continued to support greater financial awareness across the Department via the FSD Customer Service User Group. The purpose of this group is to identify customer and user needs for finance training, support and information requirements.

Looking Forward

7.25 There are a number of initiatives and challenges facing the Division in the coming year. These include:-

- Faster closing – issuing monthly financial information and completing annual resource accounts on a more timely basis
- Co-ordinating work within the Department of the 2007 Comprehensive Spending Review
- Supporting the Department in managing within the limits set by its 2004 Spending Review settlement
- Ensuring that the Department continues to deliver its 2.5% year on year efficiency targets against forecasts

and that regular progress reports are made to HM Treasury

- Ensuring that the Department continues to deliver its headcount and relocation targets against forecasts and that regular progress reports are made to HM Treasury
- Reviewing finance systems across the Department to examine efficiencies and ensure that our systems are “fit for purpose”
- Introducing more efficient ways of processing invoices and travel and subsistence claims
- Improving the Department’s prompt payment performance
- Implementing the recommendations of the Financial Management Review
- Supporting and taking forward initiatives arising from the FSD Customer Service User Group
- Rolling out further training modules to all staff across the Department to increase finance skills and awareness.

Information Systems Division Looking Back over 2005/06

7.26 Information Systems Division continued to support the Department through the provision of effective, secure and reliable information management services. The major activity was the operation and support of the OASIS3 system, delivered by the Flax Programme, in particular the support of new technologies such as the Department’s Electronic Document Record Management (EDRM) system, the Intranet and Internet, along with the associated new supplier support contracts.

Highlights of the year

7.27 The Division took over full responsibility for supporting the new OASIS3 system at the start of the year which involved a large amount of training and knowledge transfer for NIO staff. Nonetheless the Division was successful in exceeding all its service level targets set for 2005. Other specific highlights were:-

- Management of the Corporate File Plan and underlying EDRM system growing at a rate of 20,000 documents per month
- Completion of 172 Freedom of Information and Data Protection Act requests

- 248 historical files released to the National Archives and around 2,000 other files reviewed
- Support for the Intranet (NIONet) on which usage has grown steadily over the year to five million hits per month. Monthly, about 1,800 unique visitors visit NIONet spending over 30 minutes per visit and viewing some 350,000 pages
- Replacing the Knowledge Network with a new system using TRIM and NIONet which will save the NIO over £250,000
- Completion of 15 information management clinics across NIO sites to provide additional assistance and guidance to business area staff so that they can manage their information more effectively using OASIS3
- Running one-to-one refresher training and inductions for Local Information Managers (LIMs) and induction training for new or replacement Intranet LIMs
- Reducing the number of open support calls from 320 in January last year to under 50 by November while still processing over 80 calls per day to closure
- Completing the implementation of a new WAN and LAN infrastructure across all 31 sites
- Achieving full accreditation for the OASIS system to be connected to the Government secure internet (XGSI)
- Implementing a secure biometric access solution for the NI Prison Service PRISM system in areas previously considered too high risk to host an OASIS PC
- Migrating the CANI Tariff application with over 500,000 records to an upgraded technical solution
- Increasing the number of users in the Juvenile Justice Centre, Rathgael, from 10 to 30 and managing the implementation of a Local Area Network in the Omagh Youth Justice site
- Launch of customer satisfaction surveys which have demonstrated improvements to the ISD service over 2005
- Setting up Information Management Working Groups in Belfast and London to improve communications between ISD and customers
- Implementing a skills exchange database on the Intranet
- Over thirty small to medium projects were completed, including the establishment of IT systems for new commissions and inquiries, the development of new applications and the handling of a major accommodation move within the Department.

Looking Forward

7.28 The Division's priorities for 2006/07 are:-

- To maintain high levels of service to the Department and meet support targets
- To continue a range of projects to improve internal processes
- To exploit the NIO's new ICT infrastructure to enhance efficiency
- To improve links with other criminal justice organisations and develop a new IS/IT strategy
- Improve the relationship between ISD and its customers and to consider new areas of service provision in tandem with the development of ISD account managers' roles
- To review legacy applications and systems to consider their effectiveness, efficiency and future development
- To implement the agreed recommendations from the internal report on the Department's policies and processes for handling Freedom of Information requests.

Office Services

Looking Back over 2005/06

7.29 Office Services continued to provide accommodation, housing, transport, hospitality, procurement, health and safety, security and other support services to enable the Department to deliver its key objectives. Throughout 2005/06 it continued to seek efficiencies, both in terms of staffing numbers and cost, in the delivery of these services while maintaining standards.

Highlights of the year

7.30 On accommodation, major changes were the restructuring of the Millbank offices to create an open plan environment, thereby reducing the Department's accommodation holding by some 6,000 square feet, and the transfer of a number of staff from a dilapidated building in Belfast to refurbished accommodation. Significant repair work was undertaken to the fabric of Hillsborough Castle and work which had started in the previous year to Stormont House was completed. New accommodation is being acquired in Belfast for three public inquiries and elsewhere in Northern Ireland for bodies such as the Youth Justice Agency.

7.31 Building on last year's work, 2005 saw continued emphasis on health and safety with the implementation

of a programme of safety awareness training for all staff. Security remained of high importance during the year with additional measures being implemented at a number of premises.

7.32 Economy and efficiency played a prominent role in this year's work with real savings being delivered in a number of business areas. Principal among these was a study into procurement arrangements and how these processes could be streamlined for greater efficiency.

Looking Forward

7.33 Next year will bring forward a series of new challenges. These will include:-

- Effort to secure further improvements under the Department's sustainable development policy
- A drive for further efficiency savings in all parts of the organisation
- Measures to exploit the benefits of new technology in business processes
- Further rationalisation of accommodation holdings
- Further major repair work at Hillsborough Castle.

Procurement

Looking Back over 2005/06

7.34 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. The Unit is 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.

Highlights of the year

7.35 Listed below are a few of the major contracts awarded or in progress for award during 2005/06:-

- Pilot scheme for the implementation of an Integrated Electronic Security Management System for police establishments
- Provision of advertising services for PSNI
- Dual purpose body armour for PSNI
- Provision of police pilot services
- Provision of data network for PSNI

- Design and build of new Juvenile Justice Centre at Rathgael.

7.36 As part of the new service level agreement (SLA) between Procurement Unit and the PSNI, regular procurement review meetings were established with all major spending departments within PSNI. The objective of these meetings is to monitor contract performance and plan for future procurements within each department. The SLA establishes the Procurement Unit as a single source for all competitive tendering requirements of PSNI.

Looking Forward

7.37 During the year ahead the Unit will be aiming to review its SLAs with existing customers and strive to achieve savings in excess of the 3% savings target set by HM Treasury. The Unit has already identified a number of product areas where there is potential for collaborative procurement with other departments which it is anticipated will contribute towards the achievement of major efficiency savings. It is also planned to begin regular performance monitoring meetings with key suppliers. The purpose of these meetings is 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.

7.38 The Unit will continue to encourage its staff to gain professional qualifications in the procurement discipline. A number of staff are nearing completion of a two year NVQ course which will lead to membership of the Chartered Institute of Purchasing and Supply (CIPS) and one member of staff has already achieved full membership of CIPS through this route.

7.39 Major contracts in which the Unit will be involved in the coming year are:-

- A contract for the development of the District Command Unit at Musgrave Street, Belfast
- Appointment of professional services for a new police station in Downpatrick and a major new extension to Armagh Police Station
- Recruitment services for PSNI uniform personnel
- Provision of courier services for PSNI
- CCTV equipment for town centres.

Central Management

Looking Back over 2005/06

7.40 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 involvement during the year included:-

- Business planning and risk management, together with reporting on delivery
- Providing a secretariat function to the Departmental Board
- Supporting the Department in meeting its obligations under the equality agenda
- Production of the NIO's Departmental Annual Report and Autumn Performance Report
- A co-ordination function for responding to central government initiatives, open government, consultations, etc.

7.41 During 2005, the Unit arranged responses to a series of questions raised by the Northern Ireland Affairs Committee in relation to the Department's annual report. It facilitated a validation exercise carried out by the National Audit Office looking into the suitability of the data systems used to measure performance on the NIO's SR2002 PSA targets. Arising out of this exercise the NAO's findings were used to smarten the systems used to measure SR2004 PSA targets. A self-assessment of the Department's progress with its SR2004 targets was carried out in conjunction with Treasury and corrective action considered to bring one target in particular back on track.

7.42 CMU continued to work with the Risk Support Team in Treasury to increase the Department's capacity to manage risk. During the year the Unit carried out a self-assessment exercise to assess the standard of risk management in the organisation. The assessment indicated that, compared to the previous year, the Department had maintained or improved its position in all risk capability areas.

7.43 CMU provides an annual progress report to the Equality Commission outlining progress made in fulfilling the NIO's statutory equality duties. This year's report highlighted the progress made overall in mainstreaming the Section 75 obligations into the day to day policy formulation and development work of the Department. The Unit represents the NIO on a number of inter Departmental groups working with the voluntary/ community sector on consideration of improvements to services and needs of Section 75 groups.

Looking Forward

7.44 During 2006/07 CMU will be involved in discussions with HMT aimed at agreeing new PSA targets. This will involve working with Directors to identify and determine the structure of new targets, develop the data systems required to measure them, and provide HM Treasury with delivery plans and technical notes to explain how performance will be measured.

7.45 CMU will be reviewing the NIO Equality Scheme, looking both backward and forward to assess what it has achieved to date; what remains to be done and how to build on success and meet the challenges identified in the future. This will involve working with the Northern Ireland departments and consulting with the voluntary/ community sector to identify best practice and bring forward constructive suggestions on how the scheme may be made more effective.

7.46 CMU will be contributing to the developments of action plans through participation on a range of interdepartmental committees such as the Equality and Social Needs Steering Group, the Race Forum and the Promoting Social Inclusion groups on disability, travellers, older people and migrant workers.

Internal Audit

Looking Back over 2005-06

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

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

7.49 The Unit was restructured towards the end of the previous financial year by an amalgamation with a

separate internal audit unit based in the NI Prison Service. The latter was a small unit of two and both posts were vacant. One new member of staff was recruited in December 2004 with the second arriving in March 2005. The year 2005/06 was therefore a settling in period for the new combined unit but the progress made in bonding the unit together and getting it operating effectively has been good. While the two new staff members still work almost exclusively in the NIPS, they benefit from a wider exposure to other professional staff and this enhances the quality of the work produced for the Prison Service.

Looking Forward

7.50 The Unit is looking forward to relocation to a site which will accommodate all the different strands of Central Services Directorate. It is hoped that greater integration will enable the Unit to develop even more effective relationships with colleagues in the directorate. As the new Public Prosecution Service grows, the workload for Internal Audit in that area is likely to expand. There will therefore need to be a careful balancing act to ensure that all the bodies requiring assurance from Internal Audit receive the quality of assurance they require.

Civil Service Commissioners for Northern Ireland

7.51 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.

7.52 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.

7.53 Under the Order the Commissioners may also consider and determine appeals made to them under the Northern Ireland Civil Service Code of Ethics.

7.54 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.

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Chapter Eight

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.

Aim and Objective

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
- Organising multi-media information campaigns promoting Government policy
- Media handling for Royal and VIP visits
- Event management
- Representing and promoting the work of high priority Government initiatives including the Organised Crime Task Force, Assets Recovery Agency, Forensic Science Northern Ireland
- Managing and updating websites for the NIO, Organised Crime Task Force and Criminal Justice System.

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

- Involvement in the policy making process – advising Ministers, Downing Street and officials on the presentational aspects of policy
- Media monitoring and analysis, including an online daily newspaper cutting service
- 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 Executive Information Service (EIS), PSNI, Army and other relevant press offices
- Dedicated support for officials in key policy areas
- Media training
- Advice on design, presentation and marketing of all NIO publications.

Looking Back over 2005/06

8.4 Throughout the past year the Northern Ireland Information Service (NIIS) met its targets as set out in its business plan. Relevant and timely advice was provided to Ministers and officials on the communications aspects of policy. NIIS communicated effectively with the public, through the media, and also directly via the NIO website, e-mail correspondence, marketing initiatives and a wide range of publications. Through a 24-hour contact system, NIIS maintained a high quality service for news media – the key channel for explaining Government policy at local, national and international level.

8.5 NIIS continued to provide Ministers and senior officials with constant on-call advice on communications. Through the media monitoring unit, NIIS staff provided rapid monitoring of the media and public opinion to Ministers and senior officials.

8.6 Having secured adequate resources for its work, NIIS met its targets within budget whilst demonstrating value for money. NIIS is committed to the development and training of its staff to ensure they have the right skills to do the job and believes that its management structure allows it to achieve its objective effectively and efficiently.

8.7 The year started with the political fallout from the Northern Bank robbery and the murder of Robert McCartney. Talks continued between the British and Irish Governments and Northern Ireland's political parties aimed at restoring devolution. The IRA statement of 28 July, the violence and disorder surrounding the Whiterock parade and the decommissioning of arms by the IRA all led to extra demands on the NIIS, not least on the media monitoring service.

Highlights of the Year

8.8 Throughout the year NIIS continued to provide media support for divisions throughout the Department such as supporting Criminal Justice Directorate during their criminal justice fortnight in June. During 2005 the NIO website was shortlisted for two prestigious internet awards – best central government website in the national Good Communication Awards and the public sector category of the BT Goldeneye Awards where it was highly commended.

8.9 The site is independently tested for usability, accessibility and performance and has consistently ranked in the top ten in the monthly league tables – the only central government site to do so.

Looking Forward

8.10 The Northern Ireland Information Service will continue to play an important role in achieving the Government's objective of restoring devolved government in Northern Ireland. NIIS will continue to develop its media monitoring capabilities to Ministers, officials and customers through pro-actively researching new technology that could be utilised to deliver an enhanced service. During the new financial year NIIS will continue to improve internal communications across the Department by undertaking additional responsibilities for aspects of the NIO Intranet and will seek to develop and promote further the availability of information via the website, a major review of which will shortly be undertaken. NIIS will continue to work with colleagues in EIS to achieve a co-ordinated approach to the presentation of government policy to the people of Northern Ireland and will maintain its close working relationship with the Northern Ireland Prison Service and key stakeholders, including the PSNI and Army Press Office.

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Chapter Nine

Northern Ireland
Prison Service

Role and Task

9.1 The Northern Ireland Prison Service takes forward PSA objective 7 target 4, “to 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 “. Together with Probation Board Northern Ireland (PBNI) and other bodies the Service also contributes to PSA objective 6 “to ensure that the supervisory and custodial sentences imposed on offenders by the courts are delivered appropriately to protect the people of Northern Ireland and help reduce the risk of re-offending”.

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

Security

9.3 The primary duty of the Prison Service is to receive and keep in custody those committed by the courts. It aims to prevent escapes by taking measures which involve the use of the appropriate degree of security while recognising the need to treat prisoners with humanity and dignity. It will continually review security policies and procedures at all establishments and implement improvements where necessary.

Safety and Prisoner Healthcare

9.4 The Service is committed to providing a safe working environment for its staff, prisoners and others that may be affected by its activities and to promoting the health of all prisoners in its care. It aims to ensure a safe working environment, which is free from disturbance, threat and intimidation and which encourages good relations between all involved in the prison system.

Regimes and Reducing Re-Offending

9.5 The Service has an obligation to ensure that prisoners are helped to prepare for their return to the community.

Relevant and planned regimes in prison play a significant part in preparing prisoners for a law abiding life by providing constructive activities. These include education, training, work experience, sport and recreation and programmes specifically targeted at addressing offending behaviour and re-offending.

Staff and Developing the Service

9.6 The work and development of the Service is best achieved through the commitment of a motivated and competent workforce. It is important that staff are managed, developed and rewarded fairly and consistently. This requires fair and effective personnel policies and procedures for dealing with matters relating to recruitment and selection of staff, performance management, conduct, attendance, pay and reward, occupational health and industrial relations.

Finance, Corporate Governance and Improving Business Performance

9.7 The Service is committed to the effective, efficient and economic use of the resources allocated to it. It will continue to improve practice in the areas of financial management, accountability and corporate governance.

Looking Back over 2005/06

9.8 As part of the 2004 Spending Review, the Treasury required the Prison Service to conduct an independent review of its existing efficiency programme. The review, was led by Hamish Hamill, a retired Head of the Scottish Justice Department, and was published in June 2005. The report made five main recommendations as well as noting the need for the Service to adopt a long term strategic view on the prison estate, prisoner numbers and the delivery of an efficient well motivated staff capable of meeting the healthy prisons agenda. In response to this the Director General of the Prison Service initiated a Strategic Development Programme – known as the Blueprint - to draw up a development strategy for the Prison Service for the next 10 to 15 years. The objective of the Programme is to create a firm platform on which to base the Service’s future estate strategy and value for money investment decisions in relation to accommodation, facilities and services for prisoners. The Blueprint programme encompasses six strands. They are:-

- Population projections and operational needs
- Development of the Prison Service estate strategy

- The Service's approach to contestability
- Exploring the option of contracting out the full range of escorting services
- Staff reward and recognition
- Existing efficiency programme projects.

9.9 Work is near completion on the first four strands and the Service expects to seek Ministerial approval on the proposed way forward in these areas by April 2006. Strand 5, covering staff reward and recognition, addresses a range of issues which are not expected to be fully resolved until later this year. Strand 6 covers a variety of separate improvement and efficiency projects the full implementation of which will span a number of years.

9.10 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 38 development objectives. A full account of performance against each of these will be reported in the Prison Service Annual Report which will be laid before Parliament and published in July 2006.

Highlights of the Year

9.11 On 3 May 2005 the office of the Prisoner Ombudsman for Northern Ireland was established with Brian Coulter as its first post holder. From September his functions have been extended to include a review of the circumstances of any death in prison custody.

9.12 The Criminal Justice Inspector for Northern Ireland and HM Chief Inspector of Prisons presented a joint report on 26 May following an unannounced inspection of Ash House, Hydebank Wood. In response the Prison Service published an action plan to take forward the development of the regime for women prisoners and to address the concerns raised by the inspectors. The action plan is posted on the Prison Service website and is regularly updated.

9.13 In June 2005 a new Resettlement Implementation Plan was launched in a bid to prepare prisoners better for release and reduce the risk of re-offending. The Prison Service and Probation Board have teamed up with a wide range of statutory and voluntary partners to develop a comprehensive action plan to reduce the likelihood of prisoners returning to a life of crime when they are released. The resettlement plan also aims to ensure that prisoners' needs are met to facilitate their successful

integration into the community. A study of the reintegration needs of women prisoners was published in October.

9.14 Effective from 20 August 2005, the Board of Visitors and Visiting Committee of Prisons and Young Offenders Centre changed their name to Independent Monitoring Boards. The name change which was endorsed by Ministers and the Criminal Justice Review brought about a number of changes to prison rules in Northern Ireland to ensure their independent monitoring function aligned with their primary responsibilities. This reflected equivalent changes to the role and names of the Board of Visitors in England and Wales.

9.15 The Criminal Justice Inspectorate for Northern Ireland published a report following the inspection in March of Hydebank Wood Young Offenders' Centre. The Prison Service has developed an action plan to address all 107 recommendations. In November 2005 the Service opened a purpose built psychology administrative unit at Hydebank. The Pilling Suite which was officially opened by Sir Joseph Pilling prior to his retirement as Permanent Secretary provides vital support for the staff who address the needs of vulnerable prisoners.

9.16 The Prison Service has been an executive agency of the Northern Ireland Office since 1995. Following a quinquennial review in 2000 the agency status of the Prison Service was reconfirmed and a revised framework document was published. After a further five year period the document, which outlines the Service's policies, resources, overall relationship with the Northern Ireland Office and the relationship between the Prison Service and other bodies such as the Prisoner Ombudsman and the Independent Monitoring Boards, was again revised and published in December 2005.

9.17 A review of the regime for separated prisoners in Maghaberry Prison was published in January. The conclusions of the review represented a balance between retaining control and safety of prisoners and the development of the regime. Consultation followed on two aspects of the review and responses are being tabulated. A revised compact, outlining the routine and facilities available to separated prisoners and what is required of them in return will be published later in the year.

Looking Forward

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

- Implementing the agreed recommendations of the Service's Strategic Development Programme

- Completing the review of the provision of prisoner escorting services
- Transferring lead responsibility for prisoner healthcare to DHSSPS
- Implementing the accepted recommendations and action plans from the various reports and inspections completed in 2005/06
- Implementing a comprehensive human resource strategy including a diversity strategy which fulfils the staffing needs of the Service and developing and commencing the delivery of a training programme to meet the future needs of the Service as defined by Blueprint
- Making progress towards the implementation of a learning and skills strategy for prisoners, focused on individual development, to promote reduction in re-offending and aid integration
- Preparing the Service, staff and former staff for the Billy Wright Inquiry and assisting the inquiry team with their requests for information.

Bibliography – Relevant Publications in 2005/06

- Corporate & Business Plan 2005/08
- Annual Report and Accounts 2004/05
- Revised Framework Document
- Resettlement Strategy Implementation Plan 2005/07
- The re-integration needs of women prisoners in Northern Ireland
- Review of Northern Ireland Prison Service Efficiency Programme
- A review of non-natural deaths in Northern Ireland Prison Service Establishments (June 2002 – March 2004)
- Review of the Separated Regime.

Prison Estate

9.19 The Service has three operational establishments:-

- Maghaberry Prison – a high security prison housing adult male long-term sentenced and remand prisoners, in both separated and integrated conditions and includes a facility for selected prisoners nearing the end of their sentence and male immigration detainees in Belfast.
- Magilligan Prison – a medium security prison housing shorter-term sentenced adult male prisoners which also has low security accommodation for selected prisoners nearing the end of their sentence.
- Hydebank Wood Young Offenders Centre and Prison – a medium to low security young offenders centre and prison for male remands and sentenced young offenders between the ages of 16 and 21 and all female prisoners including young offenders and female immigration detainees.

9.20 There is also a staff training facility, the Prison Service College, at Millisle, Co Down.

9.21 Prison Service Headquarters, the main administration centre for the Service, is located on the Stormont Estate.

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Chapter Ten

The Compensation Agency

Role and Task

10.1 The Compensation Agency was established as an executive agency within the NIO on 1 April 1992. The Agency carries out the Secretary of State's functions for the provision of compensation under criminal injuries, criminal damage and Terrorism Act 2000 legislation.

10.2 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 2005/06 have been audited and laid before Parliament they will be freely available on the Agency's website at www.compensationni.gov.uk.

Aim

10.3 The Agency's aim is to:-

"Support victims of violent crime and people who have suffered loss from action taken under the Terrorism Act 2000, by ensuring that they are appropriately compensated in accordance with the relevant statutory schemes".

Objectives

10.4 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 2005/06

10.5 The 2005/06 year continued as a period of tremendous change for the Agency. Further significant progress was made in processing claims for compensation

under the Northern Ireland Criminal Injuries Compensation Scheme 2002 (Tariff). At the year-end, the Agency had 2,700 less claims awaiting a decision than was the case at the start of the year. In addition, the number of claims that were awaiting a decision for more than one year fell by 2,100 against a target reduction of 900. These significant falls in the number of claims awaiting a decision further underlines the Agency's commitment to provide a speedy and responsive service to all those who make a claim for compensation under each of the compensation schemes it administers.

10.6 The Agency continued to manage the rundown of claims under the earlier criminal injuries compensation scheme (under the 1988 Order). At the end of 2005/06 the Agency had only 1,000 claims still awaiting a decision under this scheme compared with 3,000 last year.

10.7 The fall in the level of claims has again resulted in a fall in staff numbers across the Agency. The Agency now employs 100 full-time equivalent members of staff – down from 115 at the beginning of the year. The staffing complement is expected to fall further over the coming years as the remaining claims under the 1988 Order are cleared. This fall in staff numbers has led to a review of accommodation requirements across the Agency. During 2005/06, the Agency re-organised its accommodation usage to optimise the available space. This, of necessity, involved a degree of disruption to the staff but their perseverance and co-operation ensure that the Agency was able to maintain its customary high standard of service to its customers during this period.

Highlights of the Year

10.8 The Agency continued to achieve notable success in its performance against its Key Performance Targets. Of particular note was the performance against the target to process claims under the 2002 Criminal Injuries Scheme at an average cost of £320 per claim. The exceptional volume of decisions made during the year meant that the outturn for this target was almost £250 – an improvement on target of £70 per claim.

10.9 The work of the Agency was again recognised through external accreditation during the year. Chartermark status was re-conferred on the Agency (having been assessed in March 2005) and, in December 2005, the Agency was re-accredited as an Investor in People.

10.10 On 31 January 2006 the Criminal Justice Inspectorate presented its report on the Agency to Parliament. The report, which was welcomed by the Criminal Justice Minister, David Hanson MP, complimented the Agency

and its staff on how it conducts its business. It was particularly pleasing that the report recognised the value of the Agency's work to the victims of violence, and also recognised the efforts of everyone in the Agency to provide a high quality service to those victims. The report's recommendations largely related to a closer involvement with stakeholders in business planning and made suggestions for improving what they recognised to be a high quality service. An action plan to deal with the recommendations of the report has been agreed.

Looking Forward

10.11 The Agency will be the subject of a financial and policy review as part of the Department's preparations for the 2007 Comprehensive Spending Review. Although this review will be led by Criminal Justice Directorate, the Agency will be a major contributor.

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Chapter Eleven

Forensic Science
Northern Ireland

Role and Task

11.1 Forensic Science Northern Ireland contributes to the delivery of the NIO's Public Service Agreement Objective 3. Its contribution is made through the following activities:-

- By providing effective scientific support for policing and thereby enabling the police to be more effective, it will help to build and sustain confidence in that service
- By maintaining the highest standards of integrity and science, it will help to maintain confidence in policing and in the criminal justice system
- By providing effective scientific support for the Police Ombudsman, it will help to build confidence in that organisation and consequently in the police service
- By providing a service that is timely and cost effective, it will help to produce a criminal justice system that is efficient, effective and responsive
- Through support for police investigations, it will assist in the identification and conviction of offenders and reduce the incidence and fear of crime
- Through support of the security forces, it will help to maintain the rule of law.

Aim

11.2 Forensic Science Northern Ireland (FSNI) was established as an executive agency of the NIO on 1 September 1995. As a result of its first quinquennial review, and discussions with HM Treasury, the Secretary of State for Northern Ireland agreed that it should remain as an executive agency.

11.3 The Agency exists to provide effective scientific advice and support to enhance the delivery of justice through:-

- scientific support for the police in the investigation of crime
- scientific support for the Police Ombudsman for Northern Ireland
- scientific advice for the legal profession and objective expert testimony to the courts
- training in the effective and efficient application of forensic science
- analytical support for pathologists.

Objectives

11.4 The Agency's objectives are to:-

- Ensure the availability of essential forensic science facilities for the Police Service of Northern Ireland
- Recover the full economic costs of the Agency from its customers
- Provide the highest quality of service to customers within the resources made available to the Agency
- Preserve the confidence with which the Agency is held by the justice system
- Use the Agency's resources with the maximum efficiency.

Looking Back over 2004/05 Performance

11.5 To provide performance information and statistics the Agency has used information from the 2004/05 year since it would not be possible to collate, verify and audit this information for the 2005/06 year within the time required for the production of this Departmental Report. However, details of work done during 2005/06 have been included in Highlights of the Year.

11.6 A full account of the Agency's performance and financial statement is contained in its Annual Report and Accounts 2004/05. 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.

11.7 The Agency had four key targets set by the Minister in 2004/05, three of which were either achieved or substantially achieved. The targets, which were achieved, related to the recovery of cash costs from the Agency's customers and a programme to deliver a robust quality management system validated to ISO 17025 standard by the United Kingdom Accreditation Service (UKAS). Following the successful UKAS assessment, accreditation of FSNI's core processes was achieved in May 2005. The target which was substantially achieved related to the implementation of a major programme of organisational change to secure the long-term future business of the Agency. This is an ongoing piece of work scheduled for incremental delivery from April 2005.

11.8 The Agency was not successful in meeting a target relating to the speed with which it turns around casework in those cases where a file is required to be submitted to the DPP within the notified timescale. A comprehensive

re-engineering and modernisation programme has been initiated to address immediate performance issues and provide a robust and sustainable service. The UKAS assessment of the remaining procedures took place in January 2006: accreditation was recommended.

Staffing Levels

11.9 During 2004/05 the average number of staff employed by the Agency was 173, comprising of 113 caseworkers, 45 management and support staff, plus 15 contract or temporary staff sourced through recruitment agencies. These numbers increased during 2005/06 to around 192, made up of 119 caseworkers, 55 management and support staff, plus 18 recruitment agency staff. These numbers do not include the Chief Executive or the three Directors who have responsibility for Operations, Corporate Services and Human Resources, and Finance.

Casework Statistics

11.10 The Agency continued to operate in a very uncertain environment, with heavy demands being placed on its resources by PSNI and other customers for current inquiries, ongoing major investigations such as the Omagh, Stormont and Castlereagh investigations and reviews of unsolved serious crime cases. Maintaining service provision within an irregular demand environment continued to be a problem in many areas of the laboratory. Continued liaison with customers to identify strategic needs and the development of service level agreements supports proactive capacity management and ensures that the Agency will maintain an effective service to the criminal justice system.

11.11 The casework statistics for the year (see Charts 11.1 and 11.2) show a marked increase in the level of murders, with significant increases in cases of burglary, assaults and arson and fires. The high demand for urgent scientific response and attendance at scenes of crime continue to impact on routine service provisions. Strategic alignment of the Agency's services with the needs of the criminal justice process and continued assessment of customer demand will ensure the agency's contribution provides value for money.

Chart 11.1 – Total Cases 2004/05

Cases	03/04	04/05	% Change
Explosives	114	120	5.2%
Firearms	387	334	-13.7%
Murder	73	108	47.9%
Drugs	531	515	-3.0%

Cases	03/04	04/05	% Change
Traffic Cases	368	360	-2.2%
Arson and Fires	176	207	17.6%
Burglary	563	671	19.2%
GBH/Assault	280	341	21.8%
Sex Offences	170	150	-11.7%

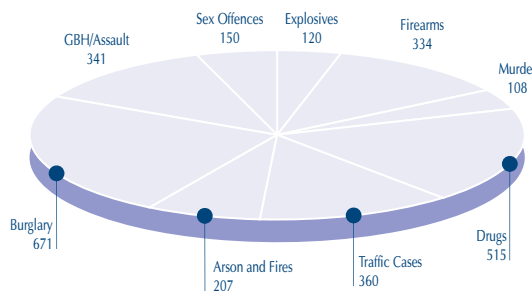
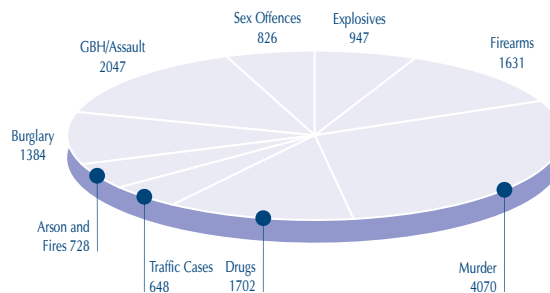


Chart 11.2 – Total Items 2004/05

Cases	03/04	04/05	% Change
Explosives	776	947	22.0%
Firearms	1700	1631	-4.1%
Murder	3130	4070	30.1%
Drugs	1946	1702	-12.5%
Traffic Cases	607	648	6.7%
Arson and Fires	667	728	9.1%
Burglary	1077	1384	28.5%
GBH/Assault	1374	2047	49.0%
Sex Offences	1123	826	-26.4%



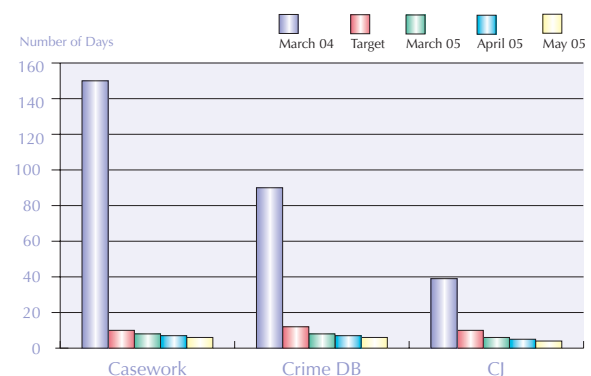
Highlights of the Year

11.12 During 2004/05:-

- The Agency was inspected by the Criminal Justice Inspectorate Northern Ireland (CJINI). Feedback from the CJINI will contribute to the Agency's Modernisation Programme and Business Plan for 2006/07
- An upgrade to the case management system was implemented and the predicted benefits are being realised

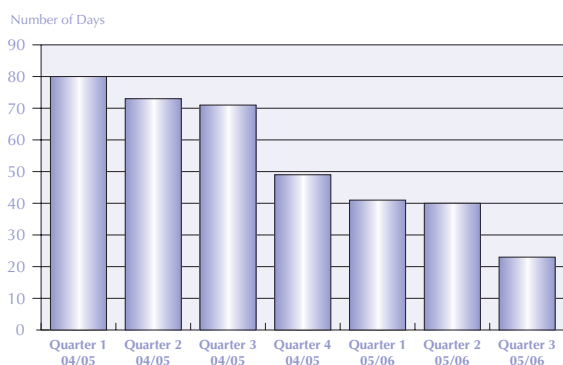
- The Agency was the first criminal justice organisation to be Causeway compliant. This programme aims to deliver significant improvement to the effectiveness and efficiency of the criminal justice system in Northern Ireland through improved and shared information
- The presence of asbestos on the Seapark site continued to cause concern and impacted on the Agency's operations. However, the Agency continued to implement tasks identified under its Asbestos Action Plan
- The Agency delivered diversity training to all staff, with additional specific training provided for managers in early 2004/05, as part of its ongoing obligations in relation to equal opportunities, human rights and diversity issues
- The Agency facilitated a series of half-day visits by school children and students with the aim of expanding the understanding of forensic science in the justice system to a wider audience
- The Chief Executive and other Agency representatives continued to participate in meetings of the European Network of Forensic Science Institutes (ENFSI). ENFSI comprises the directors and recognised experts in the field of forensic science in Europe and its aim is to develop consistent best practice standards of forensic science across Europe and to be a benchmark for the rest of the world
- The Agency continued its commitment as an Investor in People and published a training and development strategic plan to support its on-going investment in technical and non-technical training
- A Scoping Study was completed on the new accommodation project. A site selection exercise was started and a Project Manager, design team and external expert advisers were appointed. The process of constructing the outline business case was started
- The Agency's Biology Unit organised and hosted a successful two day conference on 'Best Practice in the Investigation of Sexual Offences'. The event was attended by around 250 delegates representing PSNI, Forensic Medical Officers, local Hospital Trusts, DPP, Forensic Science Service, NIO Criminal Justice Policy Division, Home Office Police Standards Unit, UK police forces, Defence experts, plus some FSNI staff
- A further conference entitled 'Partners in Crime' was organised to highlight new technologies in forensic science. The event was jointly hosted by Queen's University, PSNI and FSNI and included a mock murder case study to demonstrate the full range of forensic methods used for major crimes. It also included short talks on DNA, latent fingerprints, mobile phones, soils and pollen samples. Around 130 delegates attended the event, including Senior Investigating Officers from PSNI, staff from the offices of the DPP and the Police Ombudsman, plus representatives from CENTREX (formerly the National Crime Faculty) and the Forensic Science Laboratory in Dublin
- Agency staff continued to publish in peer reviewed literature, contributing to solving problems in forensic science on an international basis and aiding transparency by the open publication of methodology
- Work was completed to extend and improve the accommodation of the Road Traffic Collisions Unit. This supported the necessary increase in the staffing of the unit due to the customer requirement to investigate all fatal road traffic collisions in Northern Ireland
- HM Treasury agreed that the programme of work originally commenced to move the Agency to Trading Fund status should continue as a Modernisation Programme to assist the Agency to improve its business performance and service to customers. The Modernisation Programme has had encouraging success with:-
 - the development of a new service delivery model which manages work from end to end
 - considerable improvement in DNA turnaround times and average case completion times (see Charts 11.3 and 11.4)
 - the production of a training needs analysis to identify gaps in staff skills and competences
 - the development of a joint case item submissions policy with PSNI
 - the development of closer links with other service providers, particularly the Forensic Science Service, the Laboratory of the Government Chemist and Forensic Alliance.

Chart 11.3 - DNA Turnaround Times



Key:

- Casework – material (e.g. bloodstains) recovered from items relating to crime investigation.
- Crime DB – Crime Data Base, material recovered from crime scenes.
- CJ – Criminal Justice samples, samples taken from suspects and arrestees.

Chart 11.4 - Average Case Completion Times**11.13 During 2005/06:-**

- The Chief Executive resigned in November 2005 and an Interim Chief Executive was appointed pending the recruitment of a permanent replacement. This resulted in a vacancy for an Operations Director which was filled temporarily by means of an internal trawl
- A review of the Agency's computerised finance system and the associated procedures was completed and a replacement system was identified through a rigorous assessment and tender process. Detailed configuration of the new finance system and some initial staff training commenced during late 2005 and it is planned that the system will become operational on 1 April 2006
- Accreditation to ISO 17025 of FSNI's core business areas was reinstated by UKAS after a successful surveillance visit. The Agency proposed a further extension to scope so that all its major activities would be covered by accreditation and UKAS indicated their support for this development
- Implementation of a service delivery process focussing on operational excellence, end-to-end case management and, where appropriate, brokering to other forensic providers, is central to the Agency's re-engineering programme and will be rolled out to ensure best value to customers. To achieve this, key partnerships will be formalised with other service providers. Investment in new finance systems and information communications technology will support the Modernisation Programme. Projects are underway to provide work in progress information and enhancements to the management information systems which will secure optimum business and financial planning
- Work commenced to re-align the structure of the organisation to support the new service delivery approach. A change group comprising a cross section of staff was established to ensure staff engagement and participation across the change programme. To improve communication within the Agency a communication team has been established and information screens put in place
- An effective and sustainable product base and supply routes will be developed to guarantee the provision of a full range of expert forensic services to the Agency's customers. Challenging Agency performance targets continued to focus on necessary improvements and to streamline process in consultation with main customers to ensure the Agency is fully responsive to their changing needs and deliver on agreements
- In connection with the new accommodation project, a rigorous and detailed investigation of the sites shortlisted in the consultant's report of March 2005 was carried out. This work identified difficulties with the preferred sites, which were located in the Belfast Harbour Estate and Titanic Quarter and as a result further work on site selection was commissioned towards the end of the year. Work also continued on the development of a three to five year business strategy for the Agency
- The Agency continued to fill vacant posts, by means of temporary recruitment agency staff where appropriate, in order to meet immediate casework turnaround requirements
- Several refurbishment projects were completed to improve accommodation and facilities for all staff in the short-term given the planned new accommodation programme. These included the enhancement of the existing canteen facilities, entrance hall and toilets, and the provision of suitable facilities for smokers. A relocation of the Electronics and Drugs Units was also completed
- A new Evidence Recovery Unit was set up to provide a more efficient, multi-skilled and flexible, customer driven process for recovery and analysis of evidential material. A number of existing teams have been brought together with a new management structure and new office accommodation was created to house the Unit
- The Agency continued to facilitate half-day visits by school children and students with the aim of expanding the understanding of forensic science in the justice system to a wider audience

- The progress made in 2004/05 under the Modernisation Programme provided a good foundation for the Agency to further improve the efficiency and effectiveness of its services
- Facilities and staff were made available for a 'Historic Enquiry Review Team' which was initiated by the Secretary of State to re-investigate unresolved terrorist-related murders from 1969 to 1998. This involved the audit of files and items (approximately 400,000) retained at FSNI in relation to such cases and has provided valuable information to the PSNI. The audit phase is expected to be concluded in the spring of 2006, however, FSNI has also provided scientific advice and analysis relating to several ongoing investigations
- The Agency successfully negotiated revised on-call conditions/increased payments for staff in recognition of their ongoing and often heavy commitment to provide the police with an 'out of hours' service
- The Agency will be strengthening its infrastructure and systems to support the progressive improvement of its performance. It has set challenging targets to improve timeliness of service delivery, reduce backlogs, set key milestones for the Modernisation Programme and to maintain and extend UKAS accreditation
- As a result of the first tranche of resilience training, the Agency decided to undertake a stress audit. The development and preparation for this has been undertaken during this year and the audit will be carried out in early 2006. The data gained from this will inform the further development and rolling out of resilience training for all staff
- The Causeway system went live on 13 June 2005 and FSNI is starting to see the benefits of this programme, although some problems still require resolution.

Looking Forward

11.14 The Agency will be building on the progress already made by taking forward the Modernisation Programme. By progressively re-engineering its key services and continuing to invest in its staff, FSNI aims to position itself as the service-of-choice provider for PSNI and other customers. It aims to aggressively reduce throughput times, to work with staff to continually improve efficiency and to maintain the highest quality of science across its services in a work environment that supports best practice.

11.15 The Modernisation Programme will complete many of the work packages detailed in the Agency Modernisation and Business Plans. Benefits have already been observed and further improvements will be realised. The maximisation of the Modernisation Programme's benefits will be delivered with the new accommodation.

11.16 The year ahead should see progress with the confirmation and acquisition of a site for new accommodation, including progress with any associated planning issues. The economic appraisal of the various options for providing the new accommodation, as well as the preferred procurement route, will also be identified through the Outline Business Case (OBC).

11.17 The extensive work done by the Agency's staff in regaining UKAS accreditation will be maintained to ensure that the Agency continues to be covered by accreditation and internationally recognised for its activities. A new Quality Manager will be appointed early in 2006 and the opportunity will be taken at that time to move the accreditation to the new version of ISO 17025.

11.18 The Agency will be working towards a reassessment and reconfirmation of its recognition as an Investor in People in March 2006.

11.19 The Agency's staff will continue to play an active part in the next development phase of the Causeway Programme (DSM1).

11.20 The next phase of the Case Management System will be rolled out.

11.21 The work of the Historic Enquiry Review Team is expected to continue for approximately six years and the Agency is committed to providing staff and facilities to the investigators ensuring investigative requirements are met.

11.22 The organisation plans to introduce a transactional charging mechanism for revenue recovery from its customers in April 2007. During 2006 a notional invoicing project will be initiated to cover the planned process and identify issues.

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Chapter Twelve

Youth Justice Agency

Role and Task

12.1 The Youth Justice Agency was launched as an executive agency, as recommended in the Criminal Justice Review, in April 2003. It replaced the former Juvenile Justice Board, and is the fourth agency to be established within the Northern Ireland Office.

12.2 The Agency operates under the terms of a framework document which defines the responsibilities of, and the relationship between, the Agency, the NIO, Ministers and Parliament. 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 The Chief Executive of the Agency is a member of the NIO Criminal Justice Board, which aims to secure an improved service to the public through better co-operation, co-ordination and accountability in the administration of the Northern Ireland criminal justice system.

12.4 All the services delivered by the Agency are subject to inspection and review by the Chief Inspector of Criminal Justice. Similarly, these services may be subject to review by the Northern Ireland Commissioner for Children and Young People and the Northern Ireland Human Rights Commission.

12.5 There are three operational strands to the service provided by the Agency – Community Services, Youth Conference Service and Custodial Services. A Corporate Services directorate provides for the management and delivery of personnel, finance, business planning, information technology and other support functions on behalf of the Chief Executive.

Aim

12.6 The Youth Justice Agency aims to reduce youth crime and to build confidence in the youth justice system.

12.7 In doing so, it 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.

Objectives

12.8 The objectives of the Agency are to:-

- Help reduce offending by children and to assist integration into the community
- Maintain an appropriate level of security for children in its care
- Operate a safe and caring environment across the Agency for children, staff and the public
- Take account of the needs of victims of crime through restorative justice principles
- Respect and value staff and develop their potential in order to enhance the quality of service delivered by the Agency
- Use resources effectively and deliver best value
- Promote awareness of, and develop confidence in, the work of the Agency in relation to the public and criminal justice partners
- Consult with and obtain feedback from a broad range of key stakeholders and partners, and in particular children, their families, victims of youth crime and those organisations representing them.

Looking Back over 2005/06

12.9 The operation of the Youth Justice Agency and its ability to deliver 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 from other parts of the criminal justice system.

12.10 The Agency operated in a very demanding environment with a growing volume of major changes and developments within the youth and wider criminal justice system. These included:-

- Seventeen year olds coming under the jurisdiction of the youth court with effect from August 2005
- The appointment of Northern Ireland's first Minister for Children
- The development of a Children and Young People's Strategy for Northern Ireland.

12.11 At a corporate level, with a view to improving future operational effectiveness and ensuring compliance with statutory responsibilities, the Agency commissioned a number of strategic reviews. These included:-

- Evaluation of the Northern Ireland Youth Conference Service
- An independent evaluation of the Bail Supervision and Support Scheme, which embraces the Bail Support Team, the Bail Fostering Scheme and Inside Out – the intensive bail support service
- A review of 10 to 13 year olds entering custody

- Parental/family involvement in Agency intervention programmes
- Mental health needs of young people referred to the Agency
- Access for young people to mainstream services such as education, health and accommodation.

12.12 Furthermore, implementation plans are being developed to take forward the findings of the following strategic reviews commissioned in 2004/05:-

- Implementation of an integrated IT structure across the Agency that will support a networked case management system and enable full integration with the Causeway programme
- Rationalisation of the Agency estate.

12.13 Other significant policies, procedures and initiatives introduced in 2005/06 included:-

- The launch of “Youth Zone”, an interactive area on the Agency’s web-site where children can test their skill and knowledge and at the same time learn about the youth justice system in Northern Ireland
- The introduction of an Agency Child Protection Policy and a Complaints Charter
- The introduction of an Agency Victims’ Charter
- Agency representation on the Ministerial Children and Young People’s Sub-Committee established by the Minister for Children
- Agency representation, at Chief Executive level, on the Community Action Group which is an inter-agency group comprising the Department of Social Development; Community Relations Council; Department of Education; Arts Council; Housing Executive and OFMDFM.

12.14 In response to feed back obtained through participation in the 2005 Continuous Household Survey for Northern Ireland, a communications strategy was developed and implemented to promote awareness of, and develop confidence in, the role of the Agency and the services it provides to young people, the public, and to criminal justice partners. The Agency also participated fully at a further induction training programme for Lay Magistrates.

12.15 In terms of operational service delivery, the Agency adopts a three strand approach:

Community Services

12.16 Community Services are tasked with the provision and delivery of community based interventions with the

objective of reducing offending by children and young people. These interventions address family, community and education issues and include all those who have a significant impact on the child’s life.

12.17 Community Services work closely with young people in custody as well as contributing to the prevention of youth crime through funding and partnership initiatives. Services are delivered from 23 projects across Northern Ireland by multi-disciplinary teams including social workers, teachers and youth workers thus ensuring a multi-modal approach.

12.18 Community Services deliver a range of court orders:-

- Attendance centre orders
- Reparation orders
- Community responsibility orders.

12.19 Community Services contribute to the Agency bail strategy by operating the Bail Support and Supervision Scheme and by providing access, in partnership with others, to intensive bail support and to bail fostering. In addition to court ordered work, Community Services accept referrals from Health and Social Services Trusts, the Probation Board for Northern Ireland, the Police Service of Northern Ireland, the Youth Conference Service and the education sector, providing, for each referral, individually tailored programmes. These are designed to challenge and support young people in avoiding offending, encourage integration with their communities and promote restorative principles.

12.20 An independent evaluation of Community Services, published in July 2004, concluded that the multi-modal model of practice in use accords with the international research on what works for young people in conflict with the law and appears to be successful in challenging offending behaviour.

Youth Conference Service

12.21 The Criminal Justice Review recommended that restorative justice should be integrated into the youth justice system in Northern Ireland, using a youth conference model based in statute. The Youth Conference Service was established in December 2003, initially in the greater Belfast area, and has been subsequently rolled out to Fermanagh and Tyrone in May 2004 and Newry, Banbridge and Armagh in June 2005.

12.22 The Youth Conference Service is a restorative approach which brings together the young person, family and victim to discuss the impact of the crime. It offers the young offender the opportunity to make amends to the

victim and together they can agree a plan of action which repairs the harm and contributes to the prevention of re-offending. The Youth Conference is facilitated by a trained youth conference co-ordinator.

12.23 Referrals are received by either of two criminal justice processes:-

- Young people who admit their offence and consent can be referred by the Public Prosecution Service for a pre-court diversionary conference
- Those who have appeared before the court, have been found guilty of an offence and have consented will also, in most circumstances, be referred to the Youth Conference Service.

12.24 The youth conferencing system focuses on:-

- Reparative justice and meeting the needs of victims, so giving them a real place in the youth conference, rather than just regarding it as a means to reform the young person who has offended
- Rehabilitative justice, where what is important is the prevention of re-offending by the young person, so that the youth conference focuses on offending behaviour
- Proportionality, rather than pure retributive justice
- Making amends for the harm done, clearly separating the young person who has offended from the offence and focusing on the potential for reintegrating the young person into the community and on the prevention of re-offending
- Repairing relationships which have been damaged or broken by crime
- Devolving power to youth conference participants to create the youth conference and the plan, but requiring subsequent approval for the plan from the court for cases which have gone to court
- Encouraging participation by young people who have offended, victims, and significant others in the process.

Custodial Provision

12.25 The rationalisation of the Juvenile Justice Estate is being taken forward on a phased basis, with the refurbished Juvenile Justice Centre in Bangor now the only juvenile custodial facility in Northern Ireland. A new purpose designed centre is planned to be completed in 2006/07 and will not only provide an improved physical environment for children in custody, but also the opportunity to enhance educational and supporting programmes.

12.26 The existing centre has a capacity of 40 places for boys and girls who are housed in five residential units including an Intensive Support and Assessment Unit. There is also an education and skills facility and sports and leisure facilities located within the campus.

12.27 The aim of the Centre is to provide children sent to custody by the courts with a safe and secure environment, to reduce their offending behaviour and successfully re-integrate them into the community by making a positive contribution to their knowledge, life skills and experience. There is a strong focus on education and enhancing the children's attainments. The programmes addressing the causes of offending behaviour have been greatly strengthened and include victim awareness, anger management, substance abuse, as well as cognitive skills behaviour therapy and the Impact Car Theft Prevention Initiative.

Highlights of the Year

12.28 During 2005/06 highlights included:-

- The roll-out of the Youth Conference Service to Newry, Banbridge and Armagh
- The provision of additional Community Service facilities for Limavady and Lisburn
- The opening of shared Community Service and Youth Conference Service premises and facilities in Omagh
- The commencement of construction work on the new purpose designed Juvenile Justice Centre (Phase 2) which will become operational during 2006-2007 and will have a capacity to house 48 young people
- The publication of an independent evaluation of the youth conference scheme, conducted by the Institute of Criminology and Criminal Justice School of Law at Queens University. The evaluation concluded that conferencing was progressing well and during the period of the research had established as a mainstream approach to young people who come into contact with the criminal justice system. One of the main findings was the high level of participation and satisfaction of offenders and victim with the new system which compares favourably with similar schemes in operation internationally
- The highly successful hosting of an International Conference on Restorative Conferencing held in Belfast in March 2006 with an opening address by Criminal Justice Minister, David Hanson MP. The Conference highlighted best practice in youth restorative practices from a wide range of jurisdictions across the world and showcased to an international audience the

- excellent work in youth conferencing being undertaken by the Youth Justice Agency
- Production and transmission of the Agency's first ever television advertisement aimed at raising its public profile
- An unannounced inspection of the Juvenile Justice Centre by the Social Security Services Inspectorate (SSI) which concluded that "overall the centre is being well managed and the young people have good opportunity to make use of the amenities, examine their offending behaviour, catch up on education and make representation if they have issues or problems"
- The participation of the Criminal Justice Minister at a Community Services staff conference based upon the theme of family working
- Active Agency participation at the Association of Chief Police Officers' annual conference
- Participation in a cross-sectoral working group aimed at reducing delay in the youth justice system
- Participation, along with other youth and criminal justice organisations, in "Criminal Justice Fortnight" which was aimed at highlighting awareness of the youth and criminal justice systems within Northern Ireland and in particular the service available to young people, their families and to the victims of youth crime
- Hosting of a restorative justice poetry competition open to all young people attending post primary school or other youth provision.

- Investment in a prevention strategy in co-operation with Children and Young Peoples Committees
- The development and delivery of a range of specialist programmes to meet the complex needs of 17 year olds
- The achievement of Investor in People accreditation by March 2007.
- Integration with the NIO Causeway Programme
- Implementation of a networked IT infrastructure across the Agency to support an integrated case management system.

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Looking Forward

12.29 The Agency will build upon the achievements of its first three years and focus on organisation development, evaluation of services provided including location and use of facilities, and enhancing public awareness of the services it provides. The Corporate Plan 2006-2009 and Business Plan 2006/07 is the product of a fundamental review of the Agency's key priorities over the next three years. As the Agency has now been in existence for the past three years it was seen as an opportune time to carry out this review.

12.30 The main developments planned for 2006/2007 include:-

- The further roll-out of the Youth Conference Service to cover all Youth Courts in Northern Ireland
- The new purpose designed Juvenile Justice Centre (Phase 2) which will become operational during the year

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Chapter Thirteen

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 Public Prosecution Service, its statutory duties and commitments and the legislative framework within which it provides its services.

13.2 The PPS is headed by the Director of Public Prosecutions for Northern Ireland and the statutory functions of the post are set out in Sections 29 to 39 of the Justice Act. Subject to the full implementation of the Service, the Director is to assume responsibility for the initiation and conduct of all criminal proceedings previously prosecuted by the Department of the Director of Public Prosecutions (DPP) and the Police Service of Northern Ireland. The Director will also consider files with a view to prosecution when requested in writing to do so by a Government Department.

13.3 The Director is appointed by, and discharges his functions, under the superintendence of the Attorney General.

Aim

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

Objectives

13.5 The objectives of the Service are to:-

- Reach correct decisions as to prosecution or no prosecution in all cases
- Ensure that prosecutions are conducted in a fair and proper manner
- Maintain and foster public confidence in the prosecution process
- Obtain and manage sufficient resources to enable the work to be carried out effectively, efficiently and expeditiously
- Identify and pursue issues of common interest with other bodies within the criminal justice system so as to improve the quality of criminal justice in Northern Ireland
- Train and develop staff to meet business needs and encourage them to develop to their full potential.

Looking Back over 2005/06

13.6 The corporate plan for the PPS sets out its four strategic priorities and associated objectives for the four year period to March 2008. During 2005/06, the second year of the corporate plan, a number of these objectives were to be progressed and a total of 23 key performance milestones were identified in the annual business plan for the year. At time of writing, final performance information against these targets was not yet available; however, the majority are presently on course to be achieved.

Implementation of the PPS



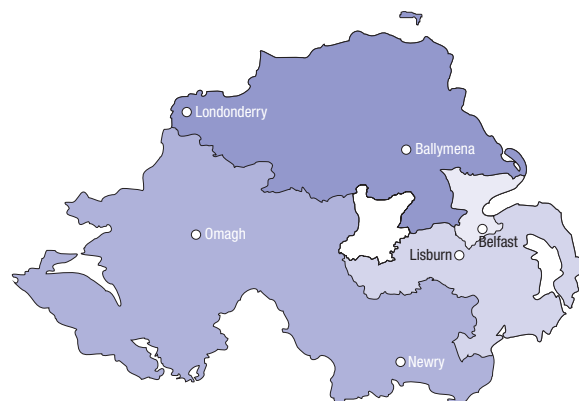
13.7 A key strategic priority is the full implementation of the Service. Whilst the PPS came into effect as a

statutory body in June 2005, the full range of services is not yet available throughout Northern Ireland.

13.8 The roll-out of the new Service is ongoing and substantial progress has been made during 2005/06:-

- The PPS Belfast Region, which covers six police districts, became fully operational in June 2005
- In August 2005 the Western and Southern Region assumed responsibility for the conduct of all youth offences occurring in the PSNI's Armagh, Banbridge and Newry and Mourne districts. The full range of services is already available in the five districts within Fermanagh and Tyrone
- A new Lisburn office, headquarters of the PPS Eastern Region, was opened in March 2006.

Proposed PPS Regional Offices¹



¹ Subject to completion of PPS accommodation project.



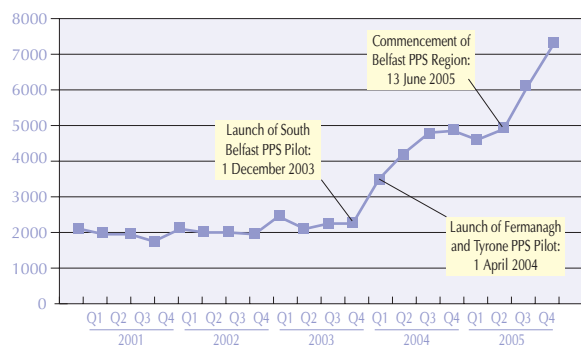
13.9 The original target date for full implementation of the PPS was December 2006. However it is now likely that the project will extend into 2007. Implementation of the Service has been significantly affected by difficulties in the procurement of suitable regional accommodation. Two new regional offices, in Omagh and Ballymena, are being developed, and will now be completed at the end of 2006 and early 2007 respectively. As yet, accommodation has not been identified in either Londonderry or Newry and efforts to find suitable premises are ongoing. Contingency plans are under development and, in the event that accommodation cannot be found, these arrangements will be put in place by mid-2007.

13.10 An additional Belfast office has been acquired and will accommodate a number of central legal functions and support services, including Finance and Human Resources. The new building will also act as a base for the training of new staff. This new building will be available in mid-2006.

Service Delivery

13.11 The improvement of service delivery is a further priority for the PPS, ensuring that all decisions are reached in a timely, effective and efficient manner and in accordance with the Test for Prosecution.²

Chart 13.1 – Files Received by Quarter 2001 to 2005



13.12 Whilst the PPS is still in its implementation phase, there has been a significant increase in the number of files submitted to the Service. The figure of 22,809 for the 2005 calendar year³ compares with less than 9,000 (for the then DPP) in 2003 (see Chart 13.1). On full roll-out it

² Prosecutions are initiated or continued by the PPS only where it is satisfied that the Test for Prosecution is met. The Test is met if:

- (i) The evidence which can be adduced in court is sufficient to provide a reasonable prospect of conviction – the Evidential Test; and
- (ii) Prosecution is required in the public interest – the Public Interest Test.

³ Provisional data for 2005.

is anticipated that the Service will handle approximately 65,000 files each year.

13.13 Improvements in service delivery, particularly as the volume of cases handled by the Service increases, will require the correct processes to be in place, and that each office is adequately resourced with properly trained staff, supported by the appropriate information technology. Initiatives during the year have included:-

- The establishment of the Performance Management Group (PMG) which has been tasked with the continuous development of operational working practices to both enable and support improved performance across the Service. The PMG has also been responsible for taking forward the recommendations of the Delays Study, carried out by Deloitte in 2004
- The roll-out of an enhanced version of the PPS Case Management System, including a task management module, across the Service. Further enhancements have been made to the CMS during the year, notably in respect of electronic document production
- The establishment of an Operational Support Team, which can be used as a back-up for existing staff in the event of an anticipated increase in workloads within individual casework sections
- The introduction of new timeliness targets in April 2005 which aimed at achieving significant reductions in the time taken to process cases.

13.14 The nature and extent of the change process underway within the Service has made the task of effecting improvements in timeliness very challenging and provisional figures for the financial year show that some of the revised 2005/06 timeliness targets may not be achieved. In particular, the problems faced during the year in recruiting and training new staff have affected overall performance. There has also been a need to refine the new processes developed as part of the PPS pilot schemes in Belfast and Fermanagh and Tyrone, taking into account the greater volumes of casework and the implementation of electronic file sharing via Causeway.

13.15 New quality assurance procedures, aimed at providing an independent assessment of the quality of decision making, have been developed as part of the PPS pilot projects and will now be implemented throughout the Service during 2006/07.

Highlights of the Year

Launch of the PPS

13.16 The Public Prosecution Service was launched on 13 June 2005 at the Hilton Hotel, Belfast. Guest speakers for the event including the Secretary of State, the Rt Hon Peter Hain MP, and the Attorney General, the Rt Hon the Lord Goldsmith QC.

Fermanagh and Tyrone PPS Evaluation

13.17 An initial evaluation of the Fermanagh and Tyrone PPS Pilot Project has now been completed. The findings of the evaluation team, which included a significant independent element, have been considered by the PPS Project Board. It is envisaged that an executive summary of the evaluation report will be published on the PPS website early in the new financial year.

Information and Communications Technology (ICT)

13.18 Over the course of the year, implementation of the Service's ICT strategy has been progressed. This has included the adaptation of the Case Management System (CMS) in line with the requirements of the Causeway Programme. The first stage of the Causeway Data Sharing Mechanism ("DSM 0"), which allows electronic case files to be sent from the PSNI, went live in the PPS Belfast Region in June and was subsequently extended to Western and Southern Region.

Policy Developments

13.19 A number of policy initiatives have been taken forward over the course of the year. In June the Service published a new code for prosecutors, incorporating a code of ethics. A new policy for prosecuting cases of domestic violence was also released for consultation. More recently, the Service has published its community outreach strategy and a programme of outreach events has been planned for the year ahead. All documents are available via the PPS website (www.ppsni.gov.uk).

Training and Development

13.20 Staff development is a key issue for the Service and all legal staff joining the PPS now benefit from a comprehensive six month induction and training programme. The corporate induction programme for administrative

staff was enhanced over the course of the year and now includes modules on human rights, equal opportunities, employment policies and performance management.



INVESTOR IN PEOPLE

13.21 The PPS uses the Investors in People standard as a benchmark for the quality of training and development. In December 2005 the Service achieved re-accreditation under the scheme.

HOPAC Conference

13.22 In September the PPS co-hosted a prestigious international conference in conjunction with the Department of Public Prosecutions of Ireland. The conference, entitled 'HOPAC 2005⁴', was attended by delegates from prosecution agencies from around the world, including the United States, South Africa, Canada, Australia, Singapore and Hong Kong. The primary aim of the conference was to consider best practice in combating national and global crime.

Looking Forward PPS Implementation

13.23 Key milestones for the year will include the full implementation of the PPS Eastern Region, based at the new regional office in Lisburn. It is anticipated that the new Ballymena office will be available by January 2007. The Ballymena office will cover the six police districts within the Antrim Division of the PPS Northern Region. Once the Ballymena office is fully operational, 23 of the 29 PSNI Districts will be covered by the PPS.

Corporate Governance

13.24 A number of initiatives will be introduced, aimed at strengthening governance arrangements within the PPS. These will include the introduction of an Audit and Risk Committee and the publication of an annual report, the first for the new Service.

Policy Initiatives

13.25 A new victims and witnesses policy will be published for consultation in July 2006.

⁴ Heads of Prosecution Agencies in Common Law Jurisdictions.

13.26 During 2006/07 the Service will be designated under section.75 of the Northern Ireland Act 1998. The PPS is fully committed to the fulfilment of its section.75 obligations and as a first step will publish an equality scheme, setting out how the Service proposes to fulfil those obligations with regard to all of its policies, functions and duties.

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Chapter Fourteen

Crown Solicitor's
Office

Role and Task

14.1 The Crown Solicitor's Office (CSO) provides a legal service to United Kingdom Government Ministers, 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 involved in a wide range of legal work including 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 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 Work previously undertaken on behalf of Northern Ireland departments was largely transferred to the Departmental Solicitor's Office (Department of Finance and Personnel) in 2000, save for some aspects of debt recovery.

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
- Improve efficiency in the use of resources
- Train and develop staff in accordance with Investors in People principles.

Looking Back over 2005/06

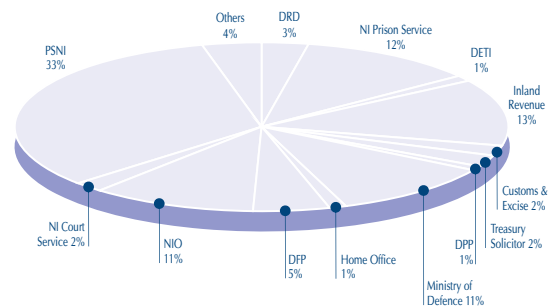
14.5 The work of the CSO is demand led, with both the nature and volume of the demand being extremely difficult to predict. The requirement that CSO recovers its full running costs from its clients ensures that resources are used efficiently and effectively. The CSO is fortunate to retain staff of a very high quality. 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 and thus has access to experience and advice from the largest public law organisation in the UK.

14.6 A project to update and enhance IT provision over a number of years continues to be taken forward. The second phase, the installation of new CSO case management and financial software has begun, with the initial elements scheduled to go live on 1 April 2006.

14.7 The CSO is on target to meet its financial objectives for the year: namely full cost recovery, the recovery of outlay and efficiency savings. A review of the methods of assessing the quality of the work carried out by the CSO and clients' satisfaction with the service provided has been completed.

14.8 The chart below shows the work of the office in terms of the percentage invoiced to each client.

Chart 14.1 – Amount Invoiced – Financial Year 2004/05



14.9 Compulsory Continuous Professional Development for all solicitors has resulted in an increased level of training for legal staff which can only be beneficial for clients. The CSO provided client care training for its legal staff and lawyers in other departments and agencies.

Highlights of the Year

14.10 The CSO continues to provide a service advising its clients and representing them in all the courts with civil jurisdiction in Northern Ireland, before a number of

tribunals and commissions and has represented clients in a number of cases before the House of Lords. The consequences of the Human Rights Act and decisions in the European Court of Human Rights continue to have a major impact on the work of the CSO. Whilst the volume of writs and civil bills received has stabilised there has been a significant additional volume of work in areas such as tribunals and inquiries. Immigration work has also shown a significant increase during the year.

14.11 The work in connection with the post Cory inquiries continues with involvement in all three Inquiries but the greatest amount of work is in respect of the Billy Wright Inquiry. All legal staff have received training in law and practice relating to public inquiries with additional training for those directly involved.

14.12 Judicial review remains a popular legal remedy in Northern Ireland and the CSO is involved in a substantial proportion of these cases.

14.13 A number of group actions have been brought against clients, the most far reaching of which involves allegations concerning post traumatic stress disorder. This group action commenced hearing in November 2005 and the hearing is expected to conclude by June 2006. The lead case of the group action brought under the European Working Time Directive has commenced before a tribunal and, following a hearing in the Court of Appeal in February, is unlikely to conclude until late in 2006.

14.14 The panel system for instructing counsel, the Government Civil Panels, which was established by the CSO with the Legal Secretariat to the Law Officers and the Departmental Solicitor's Office, has been running for approximately eighteen months. The changes following its introduction are continuing to be monitored with appropriate action being taken to ensure the objectives of the system are being met.

14.15 A review of legal services provided by the CSO and the Departmental Solicitor's Office (DSO) was commenced during the year and its recommendation that a Government Legal Service for Northern Ireland encompassing initially both CSO and DSO has been accepted by the Attorney General and the Secretary of State for Northern Ireland.

14.16 A separate service level agreement has now been drawn up with the Rate Collection Agency. Previously the

terms of the SLA with the Inland Revenue had been applied to work done on behalf of the RCA.

Looking Forward

14.17 In the coming year steps will be taken to establish the Government Legal Service for Northern Ireland (GLSNI) and the relationship between the CSO and GLSNI will have to be developed. The next stage of the CSO IT project, the implementation of new case management and finance software, is expected to be completed.

14.18 The public hearings of the Robert Hamill, Billy Wright and Rosemary Nelson Inquiries are scheduled to take place and the CSO will provide legal assistance at these and representation for interested parties at two of the inquiries. The hearing of the post traumatic stress disorder action will close and judgment will be awaited. Two other mass claims by former and serving police officers will progress toward hearings. The Review of Legal Grades will be taken forward with a view to completing it during the financial year.

14.19 The services of the CSO continue to be in constant demand and it will continue to strive to improve the quality of its service, its accessibility to clients and to look for new and more efficient ways of delivering existing legal services to clients and new services it could provide.

Additional/General Information

Administration

14.20 The CSO comprises the Crown Solicitor, 20 full-time solicitors, 6 part-time solicitors, 43 full-time administrative staff and 7 part-time administrative staff. The CSO initially achieved Investor in People accreditation in 1999 and was re-accredited in 2002 and 2004.

14.21 The CSO administration cost allocation for the 2005/2006 financial year was £3.4m (excluding provision for IT expenditure). There is also a provision for programme costs, which are expended solely on behalf of the NIO.

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Appendix A

SR2004 Public Service Agreement

Aim

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

Objective 1

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

Objective 2

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

Target 1

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

In addition

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

Objective 3

To promote and build confidence in a criminal justice system in Northern Ireland that is efficient, effective and responsive through implementing the published plan of agreed changes deriving from the accepted recommend-

ations of the review of the criminal justice system established under the Good Friday Agreement.

Target 2

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

Objective 4

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

Objective 5

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

Target 3 (part 1)

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

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

Objective 6

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



Target 3 (part 2)

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

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

Objective 7

To ensure a cost effective prison service.

Target 4

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

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Appendix B

SR2004 Technical Notes

The purpose of these Technical Notes is to explain how the performance targets set out in the NIO's Public Service Agreement (PSA) will be measured. They include sources of data to be used, how frequently data will be collected, validation of data used, baselines for measuring progress and explanations of specific terms used in the PSA targets set out in Chapter 4-14 and Appendix C. They also provide explanations of the terms used to describe the targets.

PSA Target

- Increase confidence in the police throughout all parts of the community in Northern Ireland by 3% by April 2008, to be measured by a composite suite of measures on public views on the fairness and effectiveness of the police and policing arrangements. In addition increase the Catholic representation in the police service to 30% by December 2010 as proposed by Patten with an interim target of 18.5% by March 2006.
- 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.
- The Northern Ireland Office, working in conjunction with other agencies, will:
 - Reduce domestic burglary by 2% by April 2005 and by 15% by April 2007;
 - Reduce theft of and from vehicles by 6% by April 2005 and by 10% by April 2007; and
 - By April 2008, reduce the rate of reconviction by 5% compared to the predicted rate.
- Ensure that the annual cost per prisoner place in Northern Ireland falls to £82,500 by 2007/08 with interim targets of £86,290 by 2005/06 and £85,250 for 2006/07.

PSA Target	Technical Notes
<p>Target 1</p> <p>Increase confidence in the police throughout all parts of the community in Northern Ireland by 3% by April 2008, to be measured by a composite suite of measures on public views on the fairness and effectiveness of the police and policing arrangements.</p>	<p>The level of the whole community's confidence in the criminal justice system will be measured annually via an independent and representative public survey, the Northern Ireland Crime Survey (NICS).</p> <p>The NICS will be conducted annually from 2005 by the Northern Ireland Statistics and Research Agency. It draws on a representative sample of persons aged 16 and over throughout Northern Ireland. Although the NICS is all encompassing, the Department will only report on those demographic sub-groups for which statistically robust data can be produced, e. g. religion, age and sex. All questions are properly piloted and tested. In addition to measuring confidence issues, it results in two National Statistics outputs, in the form of bulletins on crime victimisation and fear of crime. The bulletins incorporate descriptive commentary, tabular and graphical results, and technical notes relating to levels of statistical accuracy. They are available on the NIO website. Crime victimisation data are normally published to the nearest 0.1%, whereas those for fear of crime and confidence are published to the nearest 1%.</p> <p>The NICS will be used to measure progress against the target but we have had to construct a baseline from the information that is currently available. To do this four questions from the NICS and three questions from the Northern Ireland Omnibus Survey* have been used. In future all seven questions will be asked in the NICS. Our judgement at this stage is that the baseline will not be affected by the change in survey method.</p> <p>Results from seven indicators, four from NICS 2003/04 and three from the April 2004 Northern Ireland Omnibus Survey, each of which measures a different aspect of confidence in the police or policing arrangements, have been used to produce a composite baseline figure of 73%. This consists of a weighted average rating for confidence in terms of:</p> <ul style="list-style-type: none"> ■ how good a job the police are doing ■ whether they treat Catholics and Protestants equally ■ whether they can provide an effective day-to-day policing service ■ whether the Policing Board is part of the police or independent of the police ■ whether the Policing Board helps ensure the police do a good job ■ whether the Police Ombudsman is part of the police or independent of the police ■ whether the Police Ombudsman helps ensure the police do a good job. <p>The aim is to increase the composite confidence figure to 76% by April 2008, the achievement of which will be determined using data from NICS fieldwork for the 12 months ending 31 March 2008. The figures for all the PSA target 1 indicators exclude 'don't knows' and 'refusals'. Thus, the Omnibus Survey baseline results may differ slightly from those previously published by the Northern Ireland Policing Board.</p> <p>For the purposes of these surveys, the two main communities refer to those who have either declared themselves as Protestant or as Catholic.</p>
<p>* The Northern Ireland Omnibus Survey draws on a representative sample of persons aged 16 and over throughout Northern Ireland. It is conducted and validated by the Northern Ireland Statistics and Research Agency and is designed to provide a snapshot of people's behaviour, lifestyle and views. The data are published to the nearest 1%.</p>	

PSA Target	Technical Notes
<p>Target 1 continued. In addition: Increase the Catholic representation in the police service to 30% by December 2010 as proposed by Patten with an interim target of 18.5% by March 2006.</p>	<ul style="list-style-type: none"> ■ The PSA target arises from those recommendations contained within the Report of the Independent Commission on Policing published in September 1999, which were concerned with the religious imbalance within the police service. At the time of the report, Catholic representation among regular officers was 8.3%. ■ Targets on Catholic representation in the police relate to regular police officers only. ■ The term “police service” relates to regular officers within the Police Service of Northern Ireland. ■ The religious affiliation of new recruits will be determined from their own declarations based on guidance issued by the Equality Commission. ■ The Oversight Commissioner will monitor, validate and report progress towards implementing these targets as part of his wider responsibility to monitor and report on the implementation of all of the accepted recommendations of the Independent Commission on Policing. ■ Data used in the indicators originates from the Police Service of Northern Ireland (PSNI), who calculate the number of officers determined to be Community Background 2 (Catholic) as a percentage of the total number of PSNI regular officers. The NIO seeks regular updates of the data to monitor performance against the PSA targets. Community background statistics are published in the annual report of the Northern Ireland Policing Board. The source of this data is the notification by existing officers of their primary school attendance. Data relating to new recruits originate from declarations of religious background by individual officers. ■ The interim target for Catholic representation in the police service by March 2006 is 18.5%.
<p>Target 2 Increase confidence in the criminal justice system throughout all parts of the community in Northern Ireland by 3% by April 2008, to be measured by a composite suite of measures on public views on the fairness and effectiveness of the criminal justice system.</p>	<p>The level of the whole community’s confidence in the criminal justice system will be measured annually via an independent and representative public survey, the Northern Ireland Crime Survey (NICS).</p> <p>The NICS will be conducted annually from 2005 by the Northern Ireland Statistics and Research Agency. It draws on a representative sample of persons aged 16 and over throughout Northern Ireland. Although the NICS is all encompassing, the Department will only report on those demographic sub-groups for which statistically robust data can be produced, e.g. religion, age and sex. All questions are properly piloted and tested. In addition to measuring confidence issues, it results in two National Statistics outputs, in the form of bulletins on crime victimisation and fear of crime. The bulletins incorporate descriptive commentary, tabular and graphical results, and technical notes relating to levels of statistical accuracy. They are available on the NIO website. Crime victimisation data are normally published to the nearest 0.1%, whereas those for fear of crime and confidence are published to the nearest 1%.</p> <p>Results from six NICS 2003/04 indicators, each of which measures a different aspect of confidence in criminal justice, have been used to produce a composite baseline figure of 39%. This consists of the unweighted average rating for confidence in the criminal justice system in terms of:</p> <ul style="list-style-type: none"> ■ respecting the rights of the accused; ■ bringing people who commit crimes to justice; ■ dealing with cases promptly and effectively; ■ meeting the needs of victims; ■ reducing crime; and ■ dealing with young people. <p>The aim is to increase the composite confidence figure to 42% by April 2008, the achievement of which will be determined using data from NICS fieldwork for the 12 months ending 31 March 2008. Comparable results for the six indicators are published by the Home Office in respect of England and Wales. In common with the Home Office approach, the figures for all the PSA target 2 indicators exclude ‘don’t knows’ and ‘refusals’.</p> <p>In addition confidence will be supported by measuring the proportion of crimes which are brought to justice, and this will be reported annually in the Departmental Report.</p>
<p>Target 3 The Northern Ireland Office, working in conjunction with other agencies, will:</p> <ul style="list-style-type: none"> ■ reduce domestic burglary by 2% by April 2005 and by 15% by April 2007; ■ reduce theft of and from vehicles by 6% by April 2005 and by 10% by April 2007; and 	<p>The recorded crime statistics for 2001/02, published by the Police Service of Northern Ireland in June 2002, have provided the following baseline results for the crime reduction targets. During 2001/02, there were:</p> <ul style="list-style-type: none"> ■ 9,064 domestic burglaries (including 93 aggravated offences); ■ 15,589 offences of theft from a vehicle (including attempts) or substantive theft or unauthorised taking of a vehicle. <p>Achievement of the crime rate reductions for 2007 will be measured against 2006-07 data when available.</p> <p>Recorded crime is a National Statistics output, which is collated and validated by statisticians out-posted to PSNI from the Northern Ireland Statistics and Research Agency. The data are collected in accordance with Home Office counting rules and relate to the principal notifiable offence committed (the most serious recordable offence). They are designed to count the number of victims of these offences. They do not include summary (non-recordable) offences, such as those relating to motoring offences. Nor do they include crimes not reported to nor recorded by the police. While the offences selected have been largely unaffected by the recording changes in recent years, they could be susceptible to fluctuations in reporting behaviour. The Home Office counting rules provide the most authoritative technical notes on recorded crime.</p>

PSA Target	Technical Notes
<p>Target 3 continued. by April 2008, reduce the rate of reconviction by 5% compared to the predicted rate.</p>	<p>The system for measuring reconviction rates has been developed by Northern Ireland Statistics and Research Agency statisticians outposted to NIO. A Reconviction Rate is defined as the percentage of offenders who were reconvicted, for any offence, within two years from the date of their non-custodial disposal or discharge from custody into the community. A database has been generated which provides baseline information on reconviction rates for the periods 1998, 1999 and 2000. A predictor model has been developed based on this information and the best practice evidence based approach originally developed by the Home Office but being refined to be Northern Ireland specific. This model will be available in the autumn of 2004 and will allow the generation of a predicted reconviction rate taking into account all those factors that affect the likelihood of reconviction for all offenders. Data for offenders released from custody or given a non-custodial sentence in 2005 will be used to calculate a predicted reconviction rate for that cohort. The observed two-year reconviction rate for this 2005 cohort should be available by April 2008. The predicted and observed rates will be used to measure the performance of this target.</p>
<p>Target 4 Ensure that the annual cost per prisoner place in Northern Ireland falls to £82,500 by 2007/08 with interim targets of £86,290 for 2005/06 and £85,250 for 2006/07.</p>	<p>The cost per prisoner place (CPPP) target is calculated by dividing the operating costs, measured in resource terms by the average total available number of prisoner places (not the average number of prisoners) defined as Certified Normal Accommodation. This achieves consistency with the method of calculation used in Great Britain [as defined in HM Prison Service Order No: 1900].</p> <p>To maintain comparability with Great Britain, specific items of expenditure unique to the Northern Ireland Prison Service may be excluded from the cost per prisoner place calculation. These items will be agreed with HM Treasury.</p> <p>The method of determining Certified Normal Accommodation will also be based on the methodology used in Great Britain. Annual cost per prisoner place targets will be published in the Northern Ireland Prison Service Corporate and Business Plan and on the NIO website.</p>

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Appendix C

Summary Table for SR2004 PSA

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

Objective	PSA Targets in support of objectives	Progress in achieving PSA Targets (as at 31 March 2006)
1. To support the devolved institutions, in Northern Ireland when devolution returns and encourage further political development through positive and constructive relations with the Assembly and Executive and the Irish Government and effective contributions to the British-Irish Council and British-Irish Intergovernmental Conference.	No specific target.	<p>The Government has continued its efforts to facilitate the restoration of devolved power-sharing in Northern Ireland, against the new political landscape resulting from the general election of May 2005.</p> <p>A major step was taken by the Provisional IRA in their statement of 28 July 2005 declaring that the armed conflict was over. This was followed by the statement by the International Independent Commission on Decommissioning on 26 September 2005 which reported that all IRA weapons had been put beyond use. The reports by the Independent Monitoring Commission in October 2005 and February 2006 indicated a significant decline in paramilitary activity and criminality. These developments provide an increasingly encouraging basis for continuing the work to facilitate restoration in 2006/07. The British and Irish Governments held new all party talks in February 2006 with the aim of agreeing a way forward to restoration. On 6 April the Prime Minister and Taoiseach published a joint statement setting out the Governments' strategy for achieving devolution by the end of 2006.</p>
2. 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 throughout all parts of the community in Northern Ireland by 3% by April 2008, to be measured by a composite suite of measures on public views on the fairness and effectiveness of the police and policing arrangements.</p> <p>In addition</p> <p>Increase the Catholic representation in the police service to 30% by December 2010 as proposed by Patten with an interim target of 18.5% by March 2006.</p>	<p>While recognising that success in meeting this target is heavily dependent on many influencing factors, steady progress has been made. Confidence levels across all indicators are generally quite high and have remained steady throughout the year. The composite baseline was set at 73% and latest figures show confidence has increased by 3%, on course to meet the target.</p> <p>As at 31 March 2006, Catholic representation amongst PSNI Regulars stands at 19.45% with 2172 recruits having been selected on a 50:50 basis. Competition for trainee constable posts continues to attract a high number of applications. Overall, 57,391 applications have been received, including: 20,315 from those of Catholic community background.</p>
3. To promote and build confidence in a criminal justice system in Northern Ireland that is efficient, effective and responsive through implementing the published plan of agreed changes deriving from the accepted recommendations of the review of the criminal justice system established under the Good Friday Agreement.	<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>The Justice Oversight Commissioner has produced two more positive reports (June 2005 and January 2006) on the implementation of the Criminal Justice Review recommendations. He notes in the latest one that: "There have been advances on a number of points and a further series of recommendations has now been recognised as implemented" and "the implementation of the recommendations is now generally far advanced".</p> <p>The first CJSNI Annual Stakeholder Conference was held and achieved its objectives. A conference report was published and a series of next steps were identified. Further work is planned in the coming months.</p> <p>The Northern Ireland Crime Survey (NICS) is now measuring twelve subsidiary questions for six months (starting in October 2005) as well as the six main indicators. Data should be available for analysis in the summer 2006.</p> <p>A major overhaul of the Criminal Justice System website was completed in summer 2005 and this has increased levels of communication with the public.</p> <p>The Criminal Justice Board held a breakfast meeting with representatives from the major media outlets in December 2005 to discuss the level of public confidence in the criminal justice system, and consider ways to improve the system's relationship with the media.</p> <p>Confidence, measured using the NICS from January 2005 to December 2005, is currently at 43% - 4 percentage points above the baseline of 39%.</p>



Objective	PSA Targets in support of objectives	Progress in achieving PSA Targets (as at 31 March 2006)																																																
<p>4. To uphold and maintain the rule of law by developing and maintaining a policy, legislative and strategic framework, that takes account of the need to secure justice and the rights of the individual, that provides for a sufficient counter-terrorist capability and seeks to minimise the potential for, and causes and effects of, public order disturbances and community strife.</p>	<p>No specific target.</p>	<table border="1" data-bbox="810 409 1385 696"> <thead> <tr> <th>Major Security Incidents</th> <th>April 2002 – Nov 2004</th> <th>April 2003 – Nov 2005</th> </tr> </thead> <tbody> <tr> <td>Deaths</td> <td>26</td> <td>16</td> </tr> <tr> <td>Shooting Incidents</td> <td>676</td> <td>500</td> </tr> <tr> <td>Bombings/Explosions</td> <td>202</td> <td>123</td> </tr> <tr> <td>Bombings/Defusings</td> <td>148</td> <td>108</td> </tr> <tr> <td>Total</td> <td>1052</td> <td>747</td> </tr> </tbody> </table> <ul style="list-style-type: none"> ■ The number of major security incidents, including shootings and bomb explosions, has continued on a downward trend; ■ Deaths this year have remained at the same level as last year - the lowest level since 1969. <table border="1" data-bbox="810 837 1385 1124"> <thead> <tr> <th>Public Order Incidents</th> <th>April 2002 – Nov 2004</th> <th>April 2003 – Nov 2005</th> </tr> </thead> <tbody> <tr> <td>Petrol Bombing Incidents</td> <td>918</td> <td>909</td> </tr> <tr> <td>Street Disorders</td> <td>10,438</td> <td>10,262</td> </tr> <tr> <td>Hijackings (incl. attempts)</td> <td>395</td> <td>466</td> </tr> <tr> <td>Other</td> <td>1,064</td> <td>1,148</td> </tr> <tr> <td>Total</td> <td>12,815</td> <td>12,785</td> </tr> </tbody> </table> <ul style="list-style-type: none"> ■ Continuing downward trends were distorted by a sharp spike in widespread violence and disorder following the Whiterock parade in September. <table border="1" data-bbox="810 1243 1385 1440"> <thead> <tr> <th>Serious Violence against the Person</th> <th>April 2002 – Nov 2004</th> <th>April 2003 – Nov 2005</th> </tr> </thead> <tbody> <tr> <td>Paramilitary Shootings</td> <td>384</td> <td>300</td> </tr> <tr> <td>Paramilitary Assaults</td> <td>373</td> <td>318</td> </tr> <tr> <td>Total</td> <td>757</td> <td>618</td> </tr> </tbody> </table> <ul style="list-style-type: none"> ■ There have been no incidents of major criminal damage and incidents of serious violence against the person are down by almost one fifth. <p>NOTE: Statistics for financial year 05/06 have been extrapolated based on April to September statistics.</p>	Major Security Incidents	April 2002 – Nov 2004	April 2003 – Nov 2005	Deaths	26	16	Shooting Incidents	676	500	Bombings/Explosions	202	123	Bombings/Defusings	148	108	Total	1052	747	Public Order Incidents	April 2002 – Nov 2004	April 2003 – Nov 2005	Petrol Bombing Incidents	918	909	Street Disorders	10,438	10,262	Hijackings (incl. attempts)	395	466	Other	1,064	1,148	Total	12,815	12,785	Serious Violence against the Person	April 2002 – Nov 2004	April 2003 – Nov 2005	Paramilitary Shootings	384	300	Paramilitary Assaults	373	318	Total	757	618
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<p>5. To lessen the impact of crime by working in partnership with other criminal justice agencies to maintain and develop policies aimed at preventing or reducing the threat of crime, the fear of crime and the incidence of crime and to provide support for the victims of crime.</p>	<p>Target 3 The Northern Ireland Office, working in conjunction with other agencies, will:</p> <ul style="list-style-type: none"> ■ reduce domestic burglary by 2% by April 2005 and by 15% by April 2007; ■ reduce theft of and from vehicles by 6% by April 2005 and by 10% by April 2007 ; and 	<p>Figures for 2004/05 show that;</p> <ul style="list-style-type: none"> ■ Domestic burglary had reduced by 19.5% against the baseline; and ■ Vehicle crime has reduced by 37% against the baseline. <p>Figures for the period April 2005 to the end of February 2006 show;</p> <ul style="list-style-type: none"> ■ Domestic burglary has reduced by a further 0.7% against the same period in 2004/05; and ■ Vehicle crime has reduced by a further 17.8% against the same period in 2004/05. <p>Therefore NIO is on course to meet or exceed both targets.</p>																																																

Objective	PSA Targets in support of objectives	Progress in achieving PSA Targets (as at 31 March 2006)
6. To ensure that the supervisory and custodial sentences imposed on offenders by the courts are delivered appropriately to protect the people of Northern Ireland and help reduce the risk of re-offending	<ul style="list-style-type: none"> ■ by April 2008, reduce the rate of reconviction by 5% compared to the predicted rate. 	A multi-agency reconviction working group has been established to monitor progress and to ensure that the various programmes set up to reduce re-offending operate in tandem to achieve the target reduction in re-conviction.
7. To ensure a cost effective prison service.	<p>Target 4 Ensure that the annual cost per prisoner place in Northern Ireland falls to £82,500 by 2007/08 with interim targets of £86,290 for 2005/06 and £85,250 for 2006/07.</p>	At the time of publication of this report the outturn figure for the CPPP has not been verified and audited.

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Appendix D

Summary of the NIO Departmental Investment Strategy (April 2005 to March 2008)

Introduction

The Northern Ireland Office's Departmental Investment Strategy (DIS) for the 2004 Spending Review (SR2004) period sets out the Department's capital investment plans for 2005/06 to 2007/08.

The DIS is set out in four sections:-

1. A **summary** which sets out how the Department will use its capital investment to meet its objectives (set out in the Public Service Agreement (PSA)) and a review of the Department's performance during the 2002 Spending Review period.
2. A review of **asset management** including a description of the Department's forecast asset base as at 31 March 2006, plans for maintenance and replacement of the existing asset base and the Department's asset disposal strategy.
3. Details of the Department's **capital investment plans** for 2005/06 to 2007/08.
4. Review of the **systems and procedures** which support the efficient and effective management of investment programmes and ensure the Department's capacity to deliver.

The figures used in the DIS reflect the Department's capital planning undertaken for SR2004, updated where appropriate.

For the purpose of the DIS, the bodies within the NIO have been aggregated as follows:-

- Core Department
- Police Service of Northern Ireland (PSNI)
- Northern Ireland Prison Service (NIPS)
- Other agencies and non-departmental public bodies, comprising:-
 - Compensation Agency
 - Forensic Science Northern Ireland
 - Youth Justice Agency
 - Probation Board for Northern Ireland
 - Northern Ireland Policing Board
 - Northern Ireland Human Rights Commission

- Office of the Police Ombudsman for Northern Ireland
- Criminal Justice Inspectorate.

Overview

As at 31 March 2006, the largest capital element within the NIO vote was the Police Service of Northern Ireland, which accounted for 69% of the net book value of the existing capital base. Next largest was the Northern Ireland Prison Service which accounted for 24% of the net book value of the existing capital base. The remaining parts of the NIO accounted for 7% of the net book value of the existing capital base (excluding the net book value of Hillsborough Castle which is classified as a Heritage Asset).

The NIO's aim and objectives as set out in the PSA are:-

Aim

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

Objective I

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

Objective II

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

Objective III

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 recommend-

ations of the review of the criminal justice system established under the Good Friday Agreement.

Objective IV

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

Objective V

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.

Objective VI

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.

Objective VII

To ensure a cost effective prison service.

The NIO's investment strategy for SR2004 seeks to support the Department's aims and objectives.

Capital Strategy

Policing

The Department will continue to support implementation of the Patten recommendations by providing resources to progress the long-term action plan for the modernisation of the police service. This will tackle the maintenance backlog in the police estate, continue with the refurbishment programme of police stations, make improvements to the information technology and data communications infrastructure and provide a new fleet of modern police vehicles.

Estates: This capital investment is required to progress the major works programme contained within the PSNI's five year estate strategy published in March 2005 and endorsed by the Northern Ireland Policing Board. This level of funding will allow the commencement and

continuation of construction of new DCU Headquarters, extension and refurbishment of the PACE custody facilities and the continuation of a range of planned enhancements to the estate.

IT and communications: Telecommunications expenditure will include fixed radio equipment and the ongoing provision of radio security equipment. Investment will also be made in new systems for the investigation of serious crimes.

Prisons

The Northern Ireland Prison Service's commitment to a Strategic Development Programme signals a new approach to reforming and improving the delivery of public services within the Service. It provides a platform for strategy and value-for-money investment decisions in relation to accommodation, facilities and services. The launch of the estate strategy in 2006 will be an important component in that programme and offers a clear vision for the future development of the estate over the next 10 years and beyond.

This will include proposals to address the outdated and inappropriate facilities at Magilligan as well as upgrades to existing sites and the provision of contingency accommodation to house the rising population.

During 2006/07 and 2007/08 refurbishment work will continue to install in-cell sanitation across the whole of the Hydebank site. Improvements to the arrangements at Magilligan are also to be considered. A programme of works to provide greater numbers of modern safer cells (specialist anti-ligature fittings, windows and furnishings) through the refurbishment of designated positions across the whole estate will continue. This has seen dedicated investment in recent times to minimise the opportunity for self-harm.

The emerging estate strategy has identified the need for larger radial blocks. Whilst the design for these will be developed to allow delivery in the medium term, there remains a short term need for emergency cellular accommodation to house the rising population. A small number of these are to be procured around the 'quick build' model being utilised in England & Wales for delivery in 2007/08 and will offer basic standard accommodation that in the short-term will act as overspill for the rising population whilst permanent blocks are designed and constructed. They will then offer acceptable long-term contingency accommodation to allow the opportunity for other accommodation within the estate to be upgraded or refurbished over the coming years.

Other areas

'Flax', the Department's improved office automation system was rolled out across the Department during 2004/05 and is capable of supporting existing and future users across the NIO in carrying out their tasks. As well as refreshing the Department's IT infrastructure, 'Flax' also offers new working practices and associated efficiencies. This includes electronic records management, web browsing, intranet and electronic communication. Work is ongoing on 'Flax II' which aims to develop the system further and improve workflows.

Ongoing investment in the Causeway Programme (which encompasses six criminal justice organisations) will deliver continuing benefits through the improved sharing of information among agencies within the criminal justice system.

Work has also commenced on a new juvenile justice centre. It is planned that the centre, part financed by the sale of surplus land adjacent to the existing site, will be completed in 2006. A new IT infrastructure system for the Public Prosecution Service has been rolled out and plans for a new mortuary and new forensic science laboratory continue to be developed.

Table 1: Total Public Sector Gross Capital Expenditure by Objective: 2005/6 to 2007/8

Objective Breakdown	Expenditure (£000's)		
	2005/6	2006/7	2007/8
Police Service of Northern Ireland Objectives ii and iv	34,600	33,224	34,447
Northern Ireland Prison Service Objective vi and vii	9,741	18,786	19,388
Other areas of the Northern Ireland Office Objective i, iii and v	21,007	19,918	18,093
Total	65,348	71,928	71,928

Table 2: The Scale of the Capital Base and the Assets Involved in Delivery

Area	Assets at Net Book Value (£000's)
Police Service of Northern Ireland	508,087
Northern Ireland Prison Service	177,925
Other areas of the Northern Ireland Office	54,594 *
Total	740,606
Source: SR2004 submission	
* Does not include the value of Hillsborough Castle	

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Appendix E

Planning and Management of Resources in the Northern Ireland Office

Planning

The 2004 Spending Review (SR2004) marked the start of the three-year plans for the NIO covering the 2005/06, 2006/07 and 2007/08 financial years. A Comprehensive Spending Review reporting in 2007 (CSR07) will provide funding for the financial years 2008/09, 2009/10 and 2010/11.

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.

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.

Annually Managed Expenditure

Certain forms of volatile or demand-led expenditure cannot be managed in the same way as DEL. For the NIO, this only includes expenditure on police pensions. This spending is known as Annually Managed Expenditure (AME) and is typically controlled within annual budgets. Policies that impact 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).

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.

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.

Financial Reporting

The NIO's Resource Accounts are the main financial reports of the Department. For the 2005/6 year these are due to be laid before Parliament in July 2006, in line with HM Treasury faster closing deadlines. They comprise five separate schedules:-

Schedule 1 - Summary of Resource Outturn

- This compares outturn, i.e., actual expenditure and income, with the resources voted by Parliament in the Estimate.

Schedules 2 (Operating Cost Statement), 3 (Balance Sheet) and 4 (Cash Flow Statement)

- These relate to the main financial statements, detailing respectively the areas of *operating cost, the balance sheet and the cash flow statement*.

Schedule 5 – Resources by Departmental Aims and Objectives

- This shows resources grouped in terms of 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, computer maintenance;
- comparable contracted-out services*, and consultants' fees where these relate to activities otherwise covered by administration costs 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 in 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 costs 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:-

- **Schedule 1 Summary of resource outturn** – compares actual costs and cash to estimate
- **Schedule 2 Operating cost statement** – administrative and programme costs, less income
- **Schedule 3 Balance sheet** – with assets and liabilities
- **Schedule 4 Cash flow statement** – net cash spent to run the department and to buy capital items
- **Schedule 5 Statement of resources by departmental aim 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'.

Service Delivery Agreement, SDA: sets out the more detailed outputs that departments need to focus on to achieve their objectives, and the modernisation processes they will go through to improve the productivity of their operations (see also **Public Service Agreement**).

Spending Review: this sets DEL and plans AME for the following three years.

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Appendix F

Core Funding Tables

Table 1 – NIO Public Spending

Table 2 – NIO Resource Budget

Table 3 – NIO Capital Budget

Table 4(a-c) – Grant to the Northern Ireland Consolidated Fund 2004/05 - 2006/07

Table 5 – NIO Administration Costs

Table 6 – NIO Staffing Figures

Table 7 – Senior Civil Service Salaries

Table 1 - NIO Public Spending £ 000's

	2000-01 Outturn	2001-02 Outturn	2002-03 Outturn	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
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	972,816	1,073,154	1,095,797	1,043,964	1,172,120	1,433,966	1,421,812	1,396,177
Total resource budget	972,816	1,073,154	1,095,797	1,043,964	1,172,120	1,433,966	1,421,812	1,396,177
of which: resource DEL ^{1,2}	972,816	1,073,154	1,095,797	1,043,964	1,172,120	1,212,002	1,185,419	1,144,419
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	35,027	41,444	53,422	49,748	70,532	54,845	71,928	71,928
Total capital budget:	35,027	41,444	53,422	49,748	70,532	54,845	71,928	71,928
of which: Capital DEL ¹	35,027	41,444	53,422	49,748	70,532	54,845	71,928	71,928
Total public spending by NIO ³	1,007,843	1,114,598	1,149,219	1,093,712	1,242,652	1,488,811	1,493,740	1,468,105
¹ . Departmental Expenditure Limits set as part of the 2002/2004 Spending Review								
² . of which, resources "near cast" DEL								
³ . Total public spending calculated as the total of the resource budget plus the capital, less depreciation								

Table 2 - Resource Budget For The Northern Ireland Office £ 000's

	2000-01 Outturn	2001-02 Outturn	2002-03 Outturn	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Policing and Security: <i>of which:</i>	694,406	788,795	790,906	763,538	902,827	1,083,195	1,092,062	1,086,858
Other Policing and Security Costs ¹ .	35,768	61,853	62,037	42,796	62,779	294,899	312,931	328,269
Direct Policing Costs ² .	629,673	664,616	671,733	692,410	791,520	735,048	729,451	706,215
Patten Report; severance costs	25,357	49,835	42,221	10,191	25,600	27,096	25,670	27,670
Patten Report; non-severance costs	3,608	12,491	14,915	18,141	22,928	26,152	24,010	24,704
Criminal Justice: <i>of which:</i>	15,305	20,759	22,638	19,647	23,218	23,842	28,572	29,019
Forensic Science	1,273	1,128	784	561	748	1,446	1,413	1,413
Criminal Justice	14,032	19,631	21,854	19,086	22,470	22,396	27,159	27,606
Public Prosecution Service ³.	11,950	13,239	14,315	19,336	22,619	24,818	31,221	31,622
Prisons ⁴.	105,559	105,217	149,162	112,170	114,188	134,902	130,486	139,242
Compensation Agency ⁵.	76,802	75,963	33,601	28,485	26,265	40,290	32,126	27,904
Bloody Sunday Inquiry ⁶.	16,482	18,679	27,037	30,411	12,411	5,803	4,750	0
Youth Justice Agency ⁷.	0	0	0	12,834	14,864	20,428	14,922	15,431
Other ⁸.	52,312	50,502	58,138	57,543	55,728	100,688	87,673	66,101
Total resource budget	972,816	1,073,154	1,095,797	1,043,964	1,172,120	1,433,966	1,421,812	1,396,177

1 Budget increase in 2004/05 and future years due to the PSNI pension interest scheme. Interest on the scheme liability has been recorded in accordance with FRS 18. This is classified as Annually Managed Expenditure (AME).

2. Budget increase in 2004/05 is largely due to a severance provision for PSNI Full Time Reserve officers.

3. Budget increase in future years as a result of the roll out of the Public Prosecution Service.

4. Budget increase in future years as a result of the expected rate of growth in prisoner numbers.

5. Budget increase in 2005/06 due to an increase in criminal damage claims.

6. Budget decrease in 2004/05 due to the Inquiry drawing to a close.

7. Budget increase in 2005/06 relates to costs incurred for the roll out of regional offices.

8. Budget increase in 2005/06 due to the Department's unallocated provision being held in this line, together with costs for Cory Inquiries. The Cory inquiries costs are also included in this line for 2006/07 and 2007/08.

Table 3 - Capital Budget for the Northern Ireland Office £ 000's

	2000-01 Outturn	2001-02 Outturn	2002-03 Outturn	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Policing and Security: <i>of which:</i>	15,500	23,609	35,276	28,756	46,636	35,026	33,546	34,920
Other Policing and Security Costs	62	31	77	-44	52	430	322	473
Direct Policing Costs ¹	15,330	18,207	20,511	16,930	32,084	24,696	22,865	23,729
Patten Report; non-severance costs	108	5,371	14,688	11,870	14,500	9,900	10,359	10,718
Criminal Justice: <i>of which:</i>	428	1,919	702	1,042	2,415	8,305	15,274	12,672
Forensic Science	293	759	276	288	845	371	334	334
Criminal Justice ²	135	1,160	426	754	1,570	7,934	14,940	12,338
Public Prosecution Service ³	55	321	321	1,243	186	247	2,710	501
Prisons ⁴	8,354	12,769	13,280	14,661	11,889	9,741	18,786	19,388
Compensation Agency	25	5	582	202	595	518	23	24
Bloody Sunday Inquiry	2,870	0	0	0	0	0	0	0
Youth Justice Agency	0	0	0	1,947	623	276	0	0
Other ⁵	7,795	2,821	3,261	1,897	8,188	732	1,589	4,423
Total capital budget	35,027	41,444	53,422	49,748	70,532	54,845	71,928	71,928
1. Increase in 2004/05 largely relates to additions to PSNI vehicle fleet and building enhancements.				4. Increase in future years due to the postponement of new prison house blocks construction.				
2. Increase in 2006/07 budget relates to completion of the Juvenile Justice Centre.				5. Increase in 2004/05 and 2005/06 due to implementation of new IT (Flax) system.				
3. Increase in 2005/06 and future years relates to the roll out of the Public Prosecution Service.								

Table 4a¹ - Grant Payable to the Northern Ireland Consolidated Fund 2004/05: Provision and Outturn

£ million	Original Provision	Final Provision	Outturn
Departmental Expenditure Limit	7,135	7,478	7,280
Annually Managed Expenditure (inc Rates)	6,018	6,103	6,387
RRI Borrowing	0	200	175
Total Managed Expenditure (DEL & AME)	13,153	13,781	13,842
Less Non Cash Charges	-1,250	-1,346	-2,200
Less Non Voted (DEL & AME)	-1,449	-2,589	-3,106
Voted Other Expenditure outside DEL	-383	1,172	1,207
	10,071	11,018	9,743
Adjustment for 2003/04 Prior Year	0	0	127
Adjustment for 2004/05 Prior Year	0	0	-21
Supply Expenditure	10,071	11,018	9,849
Interest Payable	144	128	115
District Rates	308	300	315
Miscellaneous	1	1	1
Total Expenditure	10,524	11,447	10,280
Income			
NLF Loan for RRI	200	200	169
Rates	704	700	717
Interest Receivable	152	143	145
Miscellaneous Receipts of which:	84	589	299
<i>NICF Balance</i>	0	190	37
<i>Continental Shelf</i>	12	12	0
<i>Central Receipts</i>	5	5	4
<i>Surplus A-in-A</i>	10	15	75
<i>CFERS</i>	20	20	59
<i>EU CFERS</i>	37	347	112
<i>Temporary Investments</i>	0	0	12
Total Income	1,140	1,632	1,330
Block Grant	9,384	9,815	8,950

¹ Totals may not sum due to roundings.

Table 4b¹ - Grant Payable to the Northern Ireland Consolidated Fund 2005/06: Original and Final Provision

£ million	Original Provision	Final Provision
Departmental Expenditure Limit	7,693	7,979
Annually Managed Expenditure (inc Reg Rates)	6,944	7,606
RRI Borrowing	200	281
Total Managed Expenditure (DEL & AME)	14,836	15,866
Less Non Cash Charges	-1,468	-3,745
Less Non Voted (DEL & AME)	-3,207	-3,678
Add Voted Other Expenditure outside DEL	1,023	2,169
Supply Expenditure	11,185	10,612
Interest Payable	120	126
District Council Rates	300	336
Miscellaneous	1	1
Total Expenditure	11,606	11,075
Income		
Add in RRI	200	281
District Council Rates	300	336
Regional Rates	457	457
Interest Receivable	132	129
Miscellaneous Receipts of which:	379	340
<i>NICF Balance</i>	-	99
<i>Continental Shelf</i>	-	0
<i>Central Receipts</i>	5	4
<i>Excess Accruing Resources</i>	24	37
<i>CFERS</i>	31	30
<i>EU CFERS</i>	319	170
Total Income	1,468	1,543
Block Grant Required	10,137	9,531

¹ Totals may not sum due to roundings.

Table 4c¹ - Grant Payable to the Northern Ireland Consolidated Fund for 2006/07

£ million	2006/07
Departmental Expenditure Limit	8,064
Annually Managed Expenditure (inc Reg Rates)	7,547
RRI Borrowing	200
Total Managed Expenditure (DEL, AME)	15,812
Less Voted Non cash charges	-2,904
Less Non Voted DEL & AME	-3,665
Add Voted Other Expenditure outside DEL	1,543
Supply Expenditure	10,785
Interest Payable	126
District Council Rates	336
Miscellaneous	1
Total Expenditure	11,248
Income	
Add in RRI	200
District Council Rates	336
Regional Rates	506
Interest Receivable	125
Miscellaneous receipts of which:	71
<i>NICF Balance</i>	0
<i>Continental Shelf</i>	0
<i>Central Receipts</i>	4
<i>Surplus A-in-A</i>	37
<i>CFERS</i>	30
Total Income	1,238
Block Grant Required	10,010

¹ Totals may not sum due to roundings.

Table 5 – NIO Administration Costs

	£ million							
	2000-01 Outturn	2001-02 Outturn	2002-03 Outturn	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Administration Expenditure								
Paybill	35	43	51	43	45	48	47	45
Other	29	26	94	45	48	59	48	54
Total Administration Expenditure	64	69	145	88	93	107	95	99
Administration Income	-8	-8	-9	-10	-11	-12	-9	-8
Total Administration Budget	56	61	136	78	82	95	86	91
Analysis by activity:								
Policing and Security	4	4	5	5	5	7	7	6
Criminal Justice	3	5	10	9	11	11	13	13
Public Prosecution Service	1	1	1	2	2	2	3	3
Prisons ¹	23	22	77	21	22	15	16	17
Compensation Agency	3	3	4	4	4	4	3	3
Bloody Sunday Inquiry	1	1	2	2	1	1	1	0
Youth Justice Agency	0	0	0	0	0	0	0	0
Other ²	21	25	37	35	37	55	43	49
Total Administration Budget	56	61	136	78	82	95	86	91
¹ The increase in Prisons costs in 2002/03 largely relates to exceptional costs of £24m impairment of fixed assets and £17m provision for security breach. ² Budget increase in 2005/6 due to the Department's unallocated provision being held in this line, together with costs for Cory Inquiries. The Cory inquiries costs are also included in this line for 2006/7 and 2007/08								

Table 6 – NIO Staffing Figures

Department	99/00 Actual	00/01 Actual	01/02 Actual	02/03 Actual	03/04 Actual	04/05 Actual	05/06 Estimate	06/07 Plan	07/08 Plan
Northern Ireland Office									
(a) Permanent Staff in post	3,882	3,357	3,260	3,320	3,397	3,465	3,558	3,870	3,861
Of which - Home Civil Service	205	177	177	173	168	157	157	157	157
Northern Ireland Civil Service	1,322	1,292	1,339	1,383	1,519	1,598	1,636	1,698	1,689
Prison Service	2,355	1,888	1,744	1,764	1,710	1,710	1,765	2,015	2,015
(b) Overtime (Man Years)	7	42	57	41	42	43	43	43	43
Of which - Home Civil Service	4	7	10	7	10	9	9	9	9
Northern Ireland Civil Service	3	35	47	34	32	34	34	34	34
Prison Service	0	0	0	0	0	0	0	0	0
(c) Casuals	38	38	47	40	53	67	69	69	69
Of which - Home Civil Service	3	0	0	0	0	0	0	0	0
Northern Ireland Civil Service	35	38	47	40	27	41	47	47	47
Prison Service	0	0	0	0	26	26	22	22	22
(d) Total Staff (full time equiv.)	3,927	3,437	3,364	3,401	3,492	3,575	3,670	3,982	3,973
Of which - Home Civil Service	212	184	187	180	178	166	166	166	166
Northern Ireland Civil Service	1,360	1,365	1,433	1,457	1,578	1,673	1,717	1,779	1,770
Prison Service	2,355	1,888	1,744	1,764	1,736	1,736	1,787	2,037	2,037

Table 7 - Senior Civil Service Salaries

Salary Band	Number of staff	Salary Band	Number of staff
£50,000 to £54,999	2	£110,000 to £114,999	0
£55,000 to £59,999	9	£115,000 to £119,999	0
£60,000 to £64,999	9	£120,000 to £124,999	0
£65,000 to £69,999	9	£125,000 to £129,999	0
£70,000 to £74,999	7	£130,000 to £134,999	1
£75,000 to £79,999	5	£135,000 to £139,999	0
£80,000 to £84,999	2	£140,000 to £144,999	0
£85,000 to £89,999	3	£145,000 to £149,999	0
£90,000 to £94,999	2	£150,000 to £154,999	0
£95,000 to £99,999	1	£155,000 to £159,999	0
£100,000 to £104,999	1	£160,000 to £164,999	1
£105,000 to £109,999	0	Total	52

POLITICAL DIRECTORATE
POLICING AND SECURITY
DIRECTORATE / CRIMINAL
JUSTICE DIRECTORATE
CENTRAL SERVICES
DIRECTORATE / NORTHERN
IRELAND INFORMATION
SERVICE / NORTHERN

Appendix G

Northern Ireland Office Public Appointments at 31 March 2005

Non Departmental Public Bodies

Executive

Criminal Justice Inspection Northern Ireland

Membership: Chief Inspector			
Name	Date of First Appointment	Expiry of Appointment	Gender
Chief Inspector			
K Chivers ¹	04.08.2003	03.08.2006	M
Length of each term of Appointment: 3 years with an option for a further 2 years		Workload: Full-time	
Remuneration: £82,365 per annum		Address: 14 Great Victoria Street, Belfast. BT2 7BA	
		Telephone No: (028) 9025 8001	
¹ Full-time appointment			

Equality Commission for Northern Ireland

Membership: Chief Commissioner, Deputy Chief Commissioner and 14 Commissioners			
Name	Date of First Appointment	Expiry of Appointment	Gender
Chief Commissioner			
Dame J Harbison ¹	02.08.1999	01.08.2005	F
Deputy Chief Commissioner			
Ms A O'Reilly	02.08.2003	01.08.2006	F
Commissioners			
A Carlin	01.08.2004	31.07.2007	M
B Carlin	02.08.2003	01.08.2006	M
Prof. E Evason	02.08.2003	01.08.2006	F
Ms U Gillespie	01.08.2004	31.07.2007	F
T Haverty	02.08.2003	01.08.2006	M
A W Henry	02.08.1999	01.08.2005	M



Equality Commission for Northern Ireland (Continued)

Name	Date of First Appointment	Expiry of Appointment	Gender
Ms A Hope	02.08.1999	01.08.2005	F
Mrs C R Lavery	02.08.1999	01.08.2005	F
T McGrath	01.08.2004	31.07.2007	M
M Rea	02.08.2003	01.08.2006	M
Dr. A Simpson	02.08.2003	01.08.2006	F
Mrs D Trimble	02.08.2003	01.08.2006	F
D Wilson	02.08.2003	01.08.2006	M
P Yam	01.08.2004	31.07.2007	M
Length of each term of Appointment: Up to 3 years Workload: Chief Commissioner - full-time Deputy Chief Commissioner – 3 / 4 days per month Members - two days per month		Remuneration: Chief Commissioner £71,242 per annum Deputy Chief Commissioner £8,000 per annum Members £5,000 per annum Address: Equality House, 7-9 Shaftesbury Square, Belfast BT2 7DP Telephone No: (028) 9050 0600	
¹ Full-time appointment			

Northern Ireland Human Rights Commission

Membership: Chief Commissioner, 2 Commissioners			
Name	Date of First Appointment	Expiry of Appointment	Gender
Chief Commissioner			
Vacant ¹	-	-	-
Commissioners			
Lady C Eames	01.12.2001	30.11.2007	F
K McLaughlin	01.12.2001	30.11.2007	M
Length of each term of Appointment: 2 - 3 years Remuneration: Chief Commissioner - £55,000 - £70,000 per annum Commissioners - £10,000 per annum		Workload: Chief Commissioner- full-time Commissioners - 4 days per month Address: Temple Court, 39 North Street, Belfast BT1 1NA Telephone No: (028) 9024 3987	
¹ Full-time appointment			

Northern Ireland Memorial Fund

Membership: Chairman and 14 Directors			
Name	Date of First Appointment	Expiry of Appointment	Gender
Chairman			
D Licence	15.05.1999	-	M
Directors			
D Bolton	25.02.2002	-	M
Rev J Dunlop	08.09.2004	-	M
W Forde	09.10.2002	-	M
D Harvey	25.02.2002	-	M
E Holmes	08.09.2004	-	M
Mrs P Hume	15.05.1999	-	F
H Lalani	08.09.2004	-	M
G Lavery	25.02.2002	-	M
Mrs D McGillion	25.02.2002	-	F
Mrs J McVem	25.02.2002	-	F
Dr G Moore	15.05.1999	-	M
M Orr	15.05.1999	-	M
Mrs D Trimble	15.05.1999	-	F
Mrs J Wells	25.02.2002	-	F
Length of each term of Appointment: Not time bounded Remuneration: None. Travel and general expenses only Workload: Half day per month. Monthly committee meetings, quarterly Board meetings		Address: Room B4.14, Block B Castle Buildings, Stormont Estate, Belfast BT4 3SG Telephone No: (028) 9052 0066	

Northern Ireland Police Fund

Membership: Chairman & 8 Directors			
Name	Date of First Appointment	Expiry of Appointment	Gender
Chairman			
Mrs K Carlisle MBE (Acting)	21.11.2001	-	F
Directors			
I Clarke	01.03.2005	-	M
J Galway	21.11.2001	-	M
Lord Rogan of Iveagh	21.11.2001	-	M
D McClurg	21.11.2001	-	M
R Miller	01.03.2005	-	M
Mrs G Rice	01.03.2005	-	F
T Spence	21.11.2001	-	M
D McCausland	21.11.2001	-	M
Length of each term of Appointment: Not time bounded Remuneration: None. Travel and general expenses only Workload: As required		Address: Maryfield Complex, 100 Belfast Road, Holywood, Co Down BT18 9QY Telephone No: (028) 9039 3556	

Northern Ireland Policing Board*

Membership: Chairman, Vice Chairman, 17 Other Members			
Name	Date of First Appointment	Expiry of Appointment	Gender
Chairman			
Professor Sir D Rea	29.09.2001	15.10.2005	M
Vice-Chairman			
D Bradley	29.09.2001	15.10.2005	M
Members			
A Attwood MLA	29.09.2001	15.10.2005	M
Viscount Brookeborough	29.09.2001	15.10.2005	M
J Byrne	29.09.2001	15.10.2005	M
F Cobain MLA	29.09.2001	15.10.2005	M
B Dougherty	29.09.2001	15.10.2005	M
S Foster MLA	22.02.2002	15.10.2005	M
B Gilligan	29.09.2001	15.10.2005	M
W Hay MLA	29.09.2001	15.10.2005	M
T Kelly OBE	29.09.2001	15.10.2005	M
Lord Kilclooney MLA	29.09.2001	15.10.2005	M
Ms P McCabe	29.01.2001	15.10.2005	F
A McFarland MLA	22.02.2002	15.10.2005	M
E McGrady MP	29.09.2001	15.10.2005	M
Ms R Moore	29.09.2001	15.10.2005	F
I Paisley Jr MLA	29.09.2001	15.10.2005	M
S Sharma	29.09.2001	15.10.2005	M
S Wilson MLA	29.09.2001	15.10.2005	M
Length of each term of Appointment: Not more than 4 years		Workload: Chairman and Vice Chairman – not specified precisely Members - 3 days per month	
Remuneration: Chairman - £51,725 per annum Vice Chairman - £38,275 per annum Members - £15,000 per annum		Address: Waterside Tower, 31 Clarendon Road, Clarendon Dock, Laganside, Belfast BT1 3BG	
		Telephone No: (028) 9040 8500	
* The Northern Ireland Policing Board replaced the Police Authority for Northern Ireland on 4 November 2001. Following suspension of the NI Assembly in October 2002, the Board was re-constituted as is required by legislation. All the members were then appointed by the Secretary of State in accordance with Part II of Schedule 1 to the Police (Northern Ireland) Act 2000. The members who are also MLAs receive remuneration abated, if appropriate, to take account of their remuneration in that capacity.			

Office of Police Ombudsman for Northern Ireland

Membership: Ombudsman			
Name	Date of First Appointment	Expiry of Appointment	Gender
Ombudsman			
Mrs N O'Loan ¹	06.11.2000	05.11.2007	F
Length of each term of Appointment: 7 years Remuneration: £91,384 per annum Workload: Ombudsman - full-time		Address: New Cathedral Buildings, 11 Church Street, Belfast, BT1 1PG Telephone No: (028) 9082 8600	
¹ Full-time appointment			

Probation Board for Northern Ireland

Membership: Chairman, Deputy Chairman and 13 Members			
Name	Date of First Appointment	Expiry of Appointment	Gender
Chairman			
R Spence	01.12.2004	30.11.2007	M
Deputy Chairman			
Mrs F Reid	01.12.2003	30.11.2006	F
	(previously member from 01.12.2000)		
Members			
Ms J Daykin	01.12.2003	30.11.2006	F
Mr C Flanagan	01.12.2003	30.11.2006	M
Ms M Gilheany	01.12.2000	30.11.2006	F
Mrs B Grant	01.12.2000	30.11.2006	F
Mr R Hanna	01.12.2000	30.11.2006	M
Mrs J Hillen	01.12.2000	30.11.2006	F
P Killen	01.12.2000	30.11.2006	M
Mr A MacLaughlin	01.12.2003	30.11.2006	M
Mr P McAteer	01.12.2003	30.11.2006	M
Dr R McKee	01.12.2003	30.11.2006	M
Mrs G Rice	01.12.2000	30.11.2006	F
Mrs G Shaw	01.12.2003	30.11.2006	F
Ms K Yiasouma	01.12.2003	30.11.2006	F
Length of each term of Appointment: 3 years Remuneration: Chairman - £26,975 per annum Deputy Chairman and Members - Attendance allowance plus travel and subsistence expenses		Workload: Chairman – 2 days (plus) per week, Deputy Chairman and Members - 11 (plus) meetings per annum Address: 80-90 North Street, Belfast BT1 1LD Telephone No: (028) 9026 2400	



Royal Ulster Constabulary George Cross Foundation

Membership: Chairman and 5 Trustees			
Name	Date of First Appointment	Expiry of Appointment	Gender
Chairman			
J O McDonald CBE LVO JP DL	01.11.2001	31.10.2006	M
Trustees			
Mrs K Carlisle MBE	14.11.2001	13.11.2006	F
F Hall	11.11.2001	13.11.2006	M
Dame G Keegan	14.11.2001	13.11.2006	F
Mrs B McDougall	14.11.2001	13.11.2006	F
T Ringland	07.12.2001	06.12.2006	M
Length of each term of Appointment: 5 years Remuneration: Travel and general expenses Workload: 2-3½ days per month		Address: RUC GC Foundation, Brooklyn, 65 Knock Road, Belfast, BT5 6LE Telephone No: (028) 9070 0116	

Advisory

Boundary Commission for Northern Ireland

Membership: Chairman, Deputy Chairman, 2 Members			
Name	Date of First Appointment	Expiry of Appointment	Gender
Chairman			
The Rt Hon Michael Martin MP	23.10.2000	Not time bounded	M
Deputy Chairman			
Mr Justice Coghlin	22.02.1999	31.12.2005	M
Member			
R McKenzie CB	30.10.2002	29.10.2006	M
Mrs J E Ruddock	06.03.1999	31.12.2006	F
Nominating body: Statute determines that the Chairman is the Speaker of the House of Commons; Deputy Chairman appointed by Lord Chief Justice of NI; NI Members appointed by the Secretary of State for Northern Ireland.			
Length of each term of Appointment: 4 years Remuneration: Chairman/Deputy Chairman – ex-officio Members £386 per day		Workload: The workload is variable depending on the programme of reviews Address: Forestview, Purdy's Lane, Newtownbreda, Belfast BT8 7AR Telephone No: (028) 9069 4800	

Independent Assessor of Military Complaints Procedures

Membership: Independent Assessor			
Name	Date of First Appointment	Expiry of Appointment	Gender
J O McDonald CBE LVO JP DL	01.04.1997	24.08.2005	M
Length of each term of Appointment: 3 years Remuneration: £12,879 per annum Workload: 1 day per week.		Address: Hampton House, 47-53 High Street, Belfast BT1 2QS Telephone No: (028) 9023 7822	

Independent Assessor For Police Service NI Recruitment Vetting

Membership: Independent Assessor			
Name	Date of First Appointment	Expiry of Appointment	Gender
His Honour R Chambers QC	01.05.2001	30.04.2006	M
Length of each term of Appointment: 3 years Remuneration: £11,000 per annum plus £468 per day Workload: As required – average of 20 days per year		Address: c/o Policing Reforms Division, Block B, Castle Buildings, Stormont Estate, Belfast Telephone No: (028) 9052 8473	

Office of Justice Oversight Commissioner

Membership: Commissioner			
Name	Date of First Appointment	Expiry of Appointment	Gender
Commissioner			
The Right Hon. The Lord Clyde	18.06.2003	17.06.2006	M
Length of each term of Appointment: 3 Years Remuneration: £600 per day Workload: 5 days per month		Address: 10 Cromac Place, Cromac Wood, Ormeau Road, Belfast. BT7 2JB Telephone No: (028) 9033 2040	

Office of Policing Oversight Commissioner

Membership: Commissioner			
Name	Date of First Appointment	Expiry of Appointment	Gender
Chairman			
A Hutchinson ¹	15.01.2004	31.05.2007	M
Length of each term of Appointment: 3 years Remuneration: £600 per day		Workload: as required Address: Forestview, 8 Purdy's Lane, Newtownbreda, Belfast, BT8 4AX Telephone No: (028) 9050 8050	
¹ Part-time appointment			

Tribunal

Criminal Injuries Compensation Appeal Panel for NI

Membership: Chairman and 22 Members.			
Name	Date of First Appointment	Expiry of Appointment	Gender
Chairman			
O Loughran	01.05.2002	30.04.2005	M
Members Legally Qualified			
J Baxter	01.08.2002	31.07.2005	M
H Black	01.08.2002	31.07.2005	M
J Duffy	01.08.2002	31.07.2005	M
F Farrelly	01.08.2002	31.07.2005	M
C McAlister	01.08.2002	31.07.2005	M
Mrs P McKaigue	01.08.2002	31.07.2005	F
Mrs E Monaghan	01.08.2002	31.07.2005	F
D Moore	01.08.2002	31.07.2005	M
Mrs C Phillips	01.08.2002	31.07.2005	F
Medically Qualified			
Dr R Galloway	01.08.2002	31.07.2005	M
Prof J McClure	01.08.2002	31.07.2005	M
Dr P McGrath	01.08.2002	31.07.2005	M
Dr R McKee	01.08.2002	31.07.2005	M
Prof C Meban	01.08.2002	31.07.2005	M
Lay/Other			
Mrs F Gawn	01.08.2002	31.07.2005	F
F Hall	01.08.2002	31.07.2005	M
K Harper	01.08.2002	31.07.2005	M
T Haverty	01.08.2002	31.07.2005	M
P Killen	01.08.2002	31.07.2005	M
Mrs A McCabe	01.08.2002	31.07.2005	F
E McGlone	01.08.2002	31.07.2005	M
Prof H Wallace	01.08.2002	31.07.2005	M
Length of each term of Appointment: Not more than 3 years		Workload: Chairman – 3 days per month Members – as required, on average 10 per year	
Remuneration: Chairman - £339 per day pro rata Members - £238 per day pro rata		Address: Corn Exchange, 2nd Floor, Gordon Street, Belfast BT1 2LG	
		Telephone No: (028) 9092 4400	

Parades Commission for Northern Ireland

Membership: Chairman and 6 Members			
Name	Date of First Appointment	Expiry of Appointment	Gender
Chairman			
Sir J A Holland	19.02.2000	31.12.2005	M
Members			
J E Cousins	19.02.2000	31.12.2005	M
Rev Dr R J Magee OBE	19.02.2000	31.12.2005	M
W R G Martin OBE	08.06.1998	31.12.2005	M
P Osborne	19.02.2000	31.12.2005	M
Sir John K Pringle	19.02.2000	31.12.2005	M
P Quinn	19.02.2000	31.12.2005	M
Length of each term of appointment: 2 years Remuneration: Chairman £54,154 per annum Members £27,936 per annum		Workload: Chairman and Members – 2 days a week on average Address: Windsor House, Bedford Street, Belfast BT2 7EL Telephone No: (028) 9089 5900	

Independent Monitoring Boards

Independent Monitoring Board - HM Prison Maghaberry

Membership: Chairman, Vice Chairman and 15 Members			
Name	Date of First Appointment	Expiry of Appointment	Gender
Chairman			
Mrs E Cummings	26.09.1994	25.09.2006	F
Vice-Chairman			
Dr M Boyle	20.12.2001	19.12.2007	M
Members			
Miss V Boland	08.10.2002	07.10.2005	F
L Brennan	20.01.2004	19.01.2007	M
Mrs D Brown	01.10.1996	30.09.2005	F
J Gorman	01.10.1995	30.09.2007	M
Mrs R M Hewitt	26.04.1994	25.04.2006	F
Mrs L Jennett	19.02.1998	18.02.2007	F
G Martin	19.01.1995	18.01.2007	M
J J McAllister	03.12.2003	02.12.2006	M
D J McBurney	19.01.1995	18.01.2007	M
Mrs C McCarty	02.04.1997	01.04.2006	F
Mr N McKenna	24.01.2000	23.01.2006	M

Independent Monitoring Board - HM Prison Maghaberry (Continued)

Name	Date of First Appointment	Expiry of Appointment	Gender
A Quinn	03.12.2003	02.12.2006	M
C N Quinn	05.01.2003	04.01.2006	M
Mrs P McCusker	08.10.1998	07.10.2004	F
Mrs V Patterson	01.10.1996	30.09.2005	F
Length of each term of Appointment: 3 years Remuneration: Travel and other expenses		Workload: 1 morning meeting per month plus a mid-monthly visit on a rota basis; other visits/training seminars as required Address: Old Road, Ballinderry Upper, Lisburn, Co Antrim BT28 2NF Telephone No: (028) 9261 1888	

Independent Monitoring Board - HM Prison Magilligan

Membership: Chairman, Vice Chairman and 14 Members			
Name	Date of First Appointment	Expiry of Appointment	Gender
Chairman			
J Mitchell	24.01.2000	23.01.2006	M
Vice Chairman			
Mrs J Doherty	20.12.2001	19.12.2007	F
Members			
R Armitage	15.05.1996	14.05.2005	M
J Campbell	11.11.1995	10.11.2007	M
Mrs M Campbell	03.12.2003	02.12.2006	F
Mrs R Craig	02.01.2002	01.01.2008	F
Miss J Harte	20.01.2004	19.01.2007	F
Mrs I Johnston	08.10.1998	07.10.2007	F
S McGregor	24.01.2000	23.01.2006	M
M Mclvor	08.10.1998	07.10.2007	M
C McLaughlin	15.05.1996	14.05.2005	M
W A Mitchell	02.01.2002	01.01.2008	M
Mrs M D Nicholl	09.07.1993	08.07.2005	F
J Richardson	03.12.2003	02.12.2006	M
Mrs F R Symington	03.12.2003	02.12.2006	F
Mrs V A Von Hof	03.07.1997	02.07.2006	F
Length of each term of Appointment: 3 years Remuneration: Travel and other expenses		Workload: 1 afternoon meeting per month plus a mid-monthly visit on a rota basis; other visits/ training seminars as required Address: Point Road, Magilligan BT49 0LR Telephone No: (028) 7776 3311	

Independent Monitoring Board, HM Young Offenders Centre Hydebank Wood and Independent Monitoring Board, HM Prison Hydebank Wood

Membership: Chairman, Deputy Chairman and 12 Members			
Name	Date of First Appointment	Expiry of Appointment	Gender
Chairman			
R T Armstrong	04.02.1999	03.02.2005	M
Deputy Chair			
C J McClean	20.12.2001	19.12.2007	M
Members			
Ms K A Airlie	03.12.2003	02.12.2006	F
Lady E Bloomfield	08.03.1994	07.03.2006	F
M Breslin	08.03.2005	07.03.2008	M
Mrs S Bryson	03.12.2003	02.12.2006	F
J Craig	08.03.2005	07.03.2008	M
S Dickson	19.02.1998	18.02.2007	M
I Gordon	24.01.2000	23.01.2006	M
Ms S Logan	08.03.2005	07.03.2008	F
Mrs C McLaughlin	03.12.2003	02.12.2006	F
Mrs M Marshall	24.03.2002	23.03.2008	F
Ms O McConnell	08.03.2005	07.03.2008	F
G A Rogers	03.12.2003	02.12.2006	M
Length of each term of Appointment: 3 years Remuneration: Travel and other expenses		Workload: 1 afternoon meeting per month plus a mid-monthly visit on a rota basis; other visits/training seminars as required Address: Hydebank Wood, Hospital Road, Belfast BT8 8NA Telephone No: (028) 9025 3666	

Independent Commissioner for Detained Terrorist Suspects*

Membership: Independent Commissioner			
Name	Date of First Appointment	Expiry of Appointment	Gender
Commissioner			
Dr W A Norris OBE	01.10.2000	30.09.2005	M
Length of each term of Appointment: Not defined Remuneration: £38,314 per annum		Workload: 3 days per week Address: Hampton House, 47-53 High Street, Belfast BT1 2AB	
* Formerly known as "Independent Commissioner for the Holding Centres", this body was wound up on 31.12.05.			

Other Public Bodies

Chief Electoral Officer for Northern Ireland

Membership: Chief Electoral Officer			
Name	Date of First Appointment	Expiry of Appointment	Gender
D A Stanley ¹	01.09.2000	-	M
Length of each term of Appointment: Not time bounded Remuneration: £69,886 per annum Workload: Full-time		Address: 3rd Floor, St Anne's House, 15 Church Street, Belfast BT1 1ER Telephone No: (028) 9024 5353	
¹ Full-time appointment			

Police Rehabilitation and Retraining Trust

Membership: Chairman, 10 Directors			
Name	Date of First Appointment	Expiry of Appointment	Gender
Chairman			
T Lewis	28.08.1999	-	M
Directors			
W Brown	02.03.1999	-	M
D Courtney*	01.06.1999	-	M
Ms J D'Arcy	01.04.2000	-	F
Ms C Dixon	02.03.1999	-	F
J Irvine	02.03.1999	-	M
D McClurg	02.03.1999	-	M
A Sherrard	18.10.2000	-	M
R Walker	02.03.1999	-	M
E Hanna	26.07.2001	-	M
J Stewart*	27.06.2002	-	M
Length of each term of Appointment: Not time bounded Remuneration: Chairman £18,257, Directors £5,000		Workload: Chairman 1 day per week, Directors minimum of 1 day per month Address: Maryfield Complex, 100 Belmont Road, Holywood, BT18 9QY Telephone No: (028) 9042 7788	
* No fee is drawn			

Analysis of NIO Public Appointments Public Bodies 31 March 2005

Membership of Public Bodies: Chairmen and Members

	Male	Female
Chairman	17	4
Members	94	57
Total	111	61

Membership of Public Bodies: Gender and Remuneration

Remuneration	Total	Male	Female
Chairmen			
£10,000 or more	12	10	2
Less than £10,000	2	2	-
Unpaid (expenses only)	7	5	2
Members			
£10,000 or more	16	13	3
Less than £10,000	64	41	23
Unpaid (expenses only)	71	40	31
Total	172	111	61

Appointments Made to Public Bodies Between 1 April 2004 and 31 March 2005

Appointments to Executive NDPBs: Gender, Remuneration, Community Background

Remuneration	Total	Male	Female	Community Background			
				Protestant	Roman Catholic	Neither	N/K
Chairmen							
£10,000 or more	1	1	-	1	-	-	-
Less than £10,000	-	-	-	-	-	-	-
Unpaid (expenses only)	-	-	-	-	-	-	-
Members							
£10,000 or more	2	1	1	1	1	-	-
Less than £10,000	4	3	1	-	3	1	-
Unpaid (expenses only)	6	5	1	3	2	1	-
Total	13	10	3	5	6	2	-

Appointments to Other Bodies: Gender, Remuneration, Community Background

Remuneration				Community Background			
	Total	Male	Female	Protestant	Roman Catholic	Neither	N/K
Chairmen							
£10,000 or more	1	1	-	1	-	-	-
Less than £10,000	-	-	-	-	-	-	-
Unpaid (expenses only)	1	1	-	1	-	-	-
Members							
£10,000 or more	-	-	-	-	-	-	-
Less than £10,000	-	-	-	-	-	-	-
Unpaid (expenses only)	15	7	8	7	4	-	4
Total	17	9	8	9	4	-	4

Appointments to Executive NDPBs: Gender, Age, Type of Appointment

				Age					
	Total	Male	Female	Under 30	30-39	40-49	50-59	60+	N/K
1st Appt	11	9	2	-	-	3	3	5	-
1st Re- Appt	2	1	1	-	-	1	-	1	-
Further Re-Appt	-	-	-	-	-	-	-	-	-
Total	13	10	3	-	-	4	3	6	-

Appointments to Other Bodies: Gender, Age, Type of Appointment

				Age					
	Total	Male	Female	Under 30	30-39	40-49	50-59	60+	N/K
1st Appt	4	3	1	-	-	-	4	-	-
1st Re-Appt	6	3	3	1	-	1	2	2	-
Further Re- Appt	7	3	4	-	-	-	3	3	1
Total	17	9	8	1	-	1	9	5	1

Appointees: Declared Political Activity

Political Party	Appointees for Exec NDPBs	Appointees for Other Bodies	Totals
Alliance	2	-	2
DUP	-	-	-
SDLP	-	-	-
Sinn Fein	1	-	1
UUP	-	-	-
Others	-	-	-
Total	3	-	3

Appointments to Executive NDPBs: Disabled, Ethnic

	Disabled			Ethnic	
	Male	Female		Male	Female
1st Appt	1	-	1st Appt	2	-
1st Re-Appt	1	-	1st Re-Appt	-	-
Further Re- Appt	-	-	Further Re- Appt	-	-
Total	2	-	Total	2	-

Appointments to Other Bodies: Disabled, Ethnic

	Disabled			Ethnic	
	Male	Female		Male	Female
1st Appt	1	-	1st Appt	-	-
1st Re-Appt	-	-	1st Re-Appt	-	-
Further Re- Appt	-	-	Further Re- Appt	-	-
Total	1	-	Total	-	-

Applications Received for Public Appointment
Between 1 April 2004 and 31 March 2005

Applications for Executive NDPBs: Gender, Remuneration, Community Background

Remuneration	Total	Male	Female	Community Background			
				Protestant	Roman Catholic	Neither	N/K
Chairmen							
£10,000 or more	14	13	1	6	7	1	-
Less than £10,000	-	-	-	-	-	-	-
Unpaid (expenses only)	-	-	-	-	-	-	-
Members							
£10,000 or more	-	-	-	-	-	-	-
Less than £10,000	124	71	53	51	51	20	2
Unpaid (expenses only)	6	5	1	4	1	1	-
Total	144	89	55	61	59	22	2

Applications for Other Bodies: Gender, Remuneration, Community Background

Remuneration	Total	Male	Female	Community Background			
				Protestant	Roman Catholic	Neither	N/K
Chairmen							
£10,000 or more	-	-	-	-	-	-	-
Less than £10,000	-	-	-	-	-	-	-
Unpaid (expenses only)	-	-	-	-	-	-	-
Members							
£10,000 or more	-	-	-	-	-	-	-
Less than £10,000	-	-	-	-	-	-	-
Unpaid (expenses only)	18	12	6	11	2	3	2
Total	18	12	6	11	2	3	2



Applicants for Executive NDPBs: Gender, Age

	Age						Totals
	Under 30	30-39	40-49	50-59	60+	N/K	
Male	3	8	15	28	30	4	88
Female	4	8	20	12	10	2	56
Total	7	16	35	40	40	6	144

Applicants for Other Bodies: Gender, Age

	Age						Totals
	Under 30	30-39	40-49	50-59	60+	N/K	
Male	-	-	3	3	6	-	12
Female	-	-	-	3	3	-	6
Total	-	-	3	6	9	-	18

Applicants: Declared Political Activity

Political Party	Applicants for Exec NDPBs	Applicants for Other Bodies	Totals
Alliance	2	-	2
DUP	1	1	2
SDLP	3	-	3
Sinn Fein	1	-	1
UUP	4	-	4
Others	4	1	5
Total	15	2	17

Applicants for Executive NDPBs: Disabled, Ethnic

Total	Disabled		Total	Ethnic	
	Male	Female		Male	Female
2	2	-	2	2	-

Applicants for Other Bodies: Disabled, Ethnic

Total	Disabled		Total	Ethnic	
	Male	Female		Male	Female
1	1	-	-	-	-

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Appendix H

Improvement Strategies

Six Service Standards for Central Government

(Excluding Ministerial correspondence)

The six national standards for central government were introduced to the NIO and its Executive Agencies from April 1997. The service standards were revised in October 1999. The Director of Public Prosecutions' offices 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 2005 - 31 December 2005 was as follows:-

	Number of Letters received	% in target
NIO core	2026	89%
Northern Ireland Prison Service	1079	98%
Forensic Science Northern Ireland	113	98%
The Compensation Agency	98,800	98%
Public Prosecution Service	117	93%
Youth Justice Agency	157	96%

It should be noted that some parts of the Department impose a local target of replying to correspondence within 10 working days. In particular the Compensation Agency which has responded to a vast amount of correspondence during 2005.

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>.

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

For the calendar year 2005, the performance was as follows:

Ministerial correspondence from MPs/Peers: 1 January 2005-31 December 2005

Department/Agency	Target set for reply (Working days)	Number of letters received	Number of letters where reply is required	% of replies (where reply is required) within targets
Northern Ireland Prison Service	10	39	39	92.3%
Public Prosecutions Service	10	5	5	100%
NIO Core	10	742	586	63.6%
FSNI	10	0	0	-
Compensation Agency	7	62	62	100%
Youth Justice Agency	10	1	1	100%

Payment Performance

The NIO, including its agencies, is complying with the British Standard for achieving good payment performance in commercial transactions (BS7890). Under the Standard, 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 and, where the delay is attributed to the Department, apologies are made.

The total number of payments (estimated) for the 2005/06 financial year was 79,079, of which 68,419 (86.5%) will be settled within 30 days of the agreed contractual term if otherwise specified. Performance was as follows:-

	NIO Core	NIPS	FSNI	Compensation Agency	Youth Justice Agency	Total
Total number of invoices processed	43,779	23,041	2,989	650	8,620	79,079
Total processed within 30 days	34,349	22,411	2,788	618	8,253	68,419
Percentage processed within 30 days*	78.5%	97.3%	93.3%	95.1%	95.7%	86.5%

* The NIO Core's percentage of 78.5% is an average over the entire financial year. Since October this has been consistently over 90 percent.

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Appendix I

Further Information (Including Internet Websites)

Further information may be obtained from:

- **Central Management Unit**
Stormont House Annexe
Stormont
Belfast BT4 3SH
Telephone: (028) 9076 5409
Fax: (028) 9052 7050
Website: www.nio.gov.uk
E-mail: jim.alford@nio.x.gsi.gov.uk
- **Compensation Agency for Northern Ireland**
Royston House
34 Upper Queen Street
Belfast BT1 6FD
Telephone: (028) 9024 9944
Fax: (028) 9024 6956
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 2922
Fax: (028) 9052 4330
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) 9089 7102
Fax: (028) 9089 7030
Website: www.ppsni.gov.uk
E-Mail: info@ppsni.gsi.gov.uk
- **Police Service of Northern Ireland**
Brooklyn
Knock Road
Belfast BT5 6LE
Telephone: (028) 9065 0222
Fax: (028) 9090 1242
Website: www.psni.police.uk
- **Northern Ireland Policing Board**
Waterside Tower
31 Clarendon Road
Clarendon Dock
Belfast BT1 3BG
Telephone: (028) 9040 8500
Fax: (028) 9040 8525
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 8615
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
Fax: (028) 9026 2436
Email: pbni@nics.gov.uk
Website: www.pbni.org.uk
- **Criminal Justice Inspection for Northern Ireland**
14 Great Victoria Street
Belfast BT2 7SE
Telephone: (028) 9025 8000
Fax: (028) 9025 8011
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
Fax: (028) 9033 1544
Textphone: (028) 9050 0589
E-mail: information@equalityni.org
Website: www.equalityni.org
- **Northern Ireland Human Rights Commission**
Temple Court
39 North Street
Belfast BT1 1NA
Telephone: (028) 9024 3987
Fax: (028) 9024 7844
E-mail: information@nihrc.org
Website: www.nihrc.org
- **Boundary Commission for Northern Ireland**
Forestview
Purdy's Lane
Newtownbreda BT8 7AR
Telephone: (028) 9069 4802
Fax: (028) 9069 4801
E-mail: bcni@belfast.org.uk
Website: www.boundarycommission.org
- **The Office of the Justice Oversight Commissioner**
10 Cromac Place
Cromac Wood
Ormeau Road
Belfast BT7 2JB
Telephone: (028) 9033 2040
Fax: (028) 9043 1997
Email: cjoc@justiceoversight.com
Website: www.justiceoversight.com
- **The Office of the Police Oversight Commissioner**
Forestview
8 Purdy's Lane
Newtownbreda
Belfast
Telephone: (028) 9050 8061
Fax: (028) 9050 8056
E-mail: info@oversightcommissioner.org
Website: www.oversightcommissioner.org
- **Parades Commission**
12th Floor
Windsor House
9-15 Bedford Street
Belfast BT2 7EL
Telephone: (028) 9089 5900
Fax: (028) 9032 2985
E-mail: info@paradescommission.com
Website: www.paradescommission.com
- **Chief Electoral Officer for Northern Ireland**
St. Anne's House
Church Street
Belfast BT1 1ER
Telephone: (028) 9044 6688
Fax: (028) 9023 5612
E-mail: info@eoni.gov.uk
Website: www.electoralfofficeni.gov.uk
- **British-Irish Intergovernmental Secretariat**
Windsor House
20TH Floor
9-15 Bedford Street
Belfast BT2 7EL
Telephone: (028) 9044 3900
Fax: (028) 9044 3919
E-mail: bis@nio.gov.uk
- **Civil Service Commissioners for Northern Ireland**
Windsor House, Fifth Floor,
9-15 Bedford Street,
Belfast BT2 7SR
Telephone: (028) 9054 9425
Fax: (028) 9054 9414
E-mail: ocsc@nics.gov.uk
Website: www.nicscommissioners.org



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