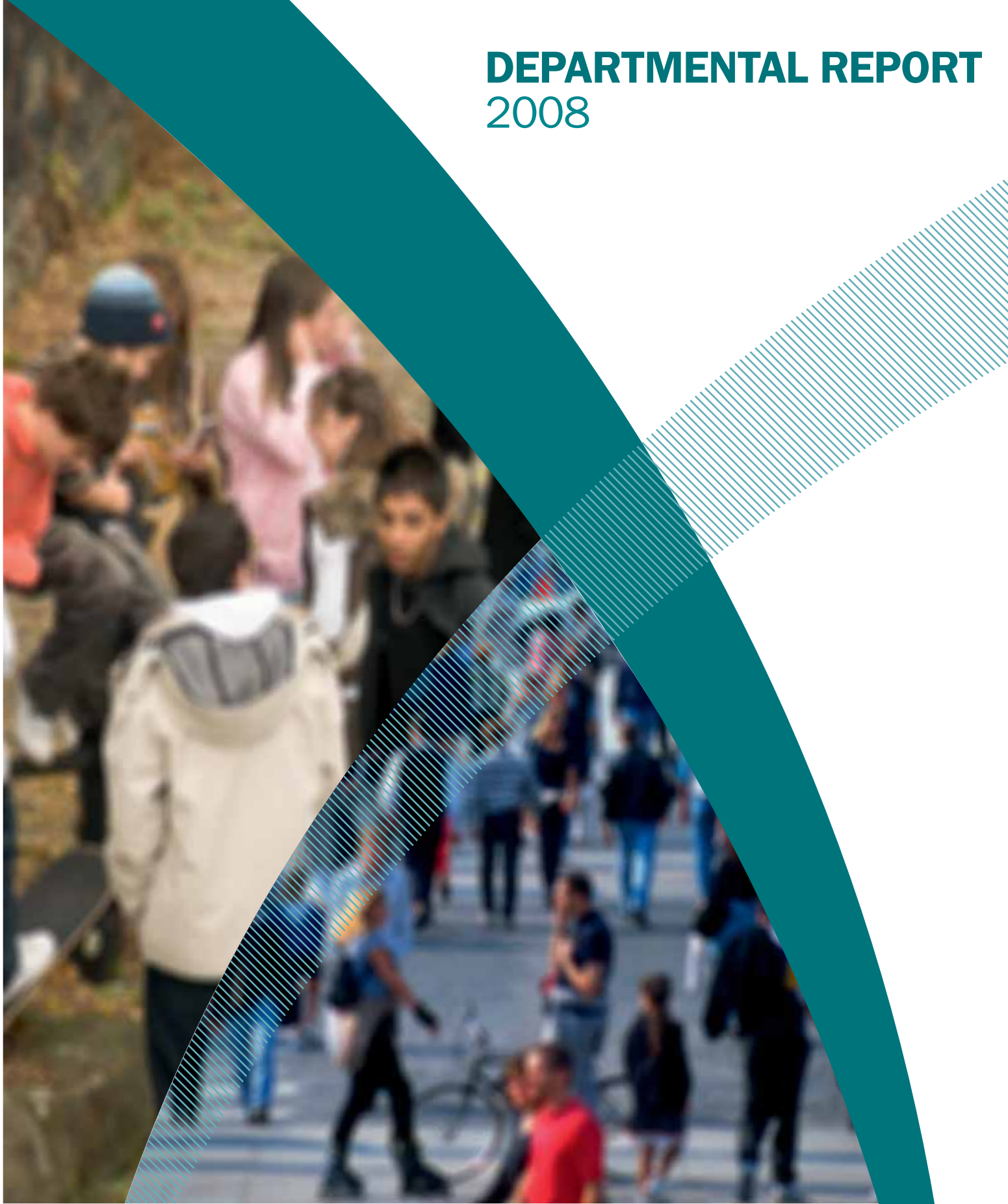




Home Office

DEPARTMENTAL REPORT 2008



This is part of a series of departmental reports which, along with the Main Estimates 2008–09, the document *Public Expenditure: Statistical Analyses 2008*, and the Supply Estimates 2008–09: Supplementary Budgetary Information, present the Government's outturn and planned expenditure for 2007–08 and 2008–09.



The Home Office Departmental Report

2008

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

May 2008

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Foreword by the Home Secretary, The Rt Hon Jacqui Smith MP



This annual report sets out the work of the Home Office and its delivery partners during 2007–08 to protect the British public.

Over the past year, the reshaped Department has sharpened its focus on protecting citizens and their families in their homes and communities, addressing issues

of serious concern to us all – tackling terrorism, cutting crime, providing effective policing, securing our borders and protecting personal identity.

As Home Secretary, my number one priority is to do all I can to make sure that people can get on with their lives free from the fear of crime and disruption. I feel privileged to serve the public in meeting this aim, and I am proud of the achievements set out in this annual report.

Earlier this year we published our strategy for the next three years, identifying a coherent set of activities to focus relentlessly on making a practical difference to people's lives.

We now have a Neighbourhood Policing Team in every area of England and Wales, and the forthcoming Green Paper on policing will set out measures to improve performance and public confidence in a visible, accessible and responsive police service.

Recognising that immigration remains a key public concern, we removed more than 4,200 foreign national prisoners in 2007, as well as 1,400 immigration offenders per month. The introduction of the points-based system will ensure that only those foreign workers whose skills Britain needs can come here, and we are securing our borders with exit controls on high-risk routes, biometric visas and the creation of the new UK Border Agency.

Our achievements in the past year are testament to the professionalism, hard work and dedication of staff in the Home Office and our partner agencies. We will continue to work with these partners at the local, national and

international level to make a difference. Our strategy to tackle terrorism relies on close working between government departments and agencies, the devolved administrations, international partners, emergency services, local authorities, community groups and others. We have also seen significant reductions in crime and disorder through the multi-agency work of Crime and Disorder Reduction Partnerships in 44 priority areas.

This year has been marked by an enormous amount of work and continuing change in the Home Office. I am committed to building on our achievements in the coming year.

A handwritten signature in black ink that reads "Jacqui Smith". The signature is written in a cursive style and is followed by a long, horizontal flourish line.

The Rt Hon Jacqui Smith MP

Foreword by the Permanent Secretary, Sir David Normington



We have made important progress in rebuilding and refocusing the Home Office during 2007–08.

We have a clear direction and purpose, set out in our strategy document, *Working Together to Protect the Public*. We agreed new PSA targets and budgets. And we

have supported the new Home Secretary in setting new policy directions for crime, counter-terrorism, citizenship and identity.

We have reshaped our organisation following the Machinery of Government changes in May 2007. We now have the lead responsibility across Government for counter-terrorism and have established the Office for Security and Counter-Terrorism in the Home Office to take that forward. We have prepared for the establishment of the UK Border Agency on 1 April 2008, bringing together the former Border and Immigration Agency, UKvisas and customs work at the border from HM Revenue and Customs.

When the final figures are counted, we expect to have met virtually all our 2004 PSA targets and our operational targets. We are particularly pleased to have got back on track in reducing crime with every chance of meeting the target of reducing crime overall since 2003 by 15 per cent. Working with the police, we also met on time the target for having neighbourhood policing teams in place in every part of England and Wales by the end of March 2008.

We are in the second year of a three-year reform programme to rebuild an effective Home Office, in which the public can have confidence. This is changing the Home Office from top to bottom: its leadership, its organisation, its capabilities, its systems and processes. We are confident that we now have the leadership team in place to transform the Home Office. We have dealt with the main systems weaknesses which let us down in the past, and have a much tighter grip on our

vulnerabilities and risks. We have taken a grip on our finances, producing unqualified accounts and meeting our targets for improving efficiency, reducing headcount and relocating staff outside London and the South East. We are investing heavily in professional skills and capabilities and were proud to be awarded Investors in People status at the new higher, more demanding standard.

The job is not done. But 2007–08 has been a turning point for the Home Office. We are getting the fundamentals right and delivering promised improvements and performance. I am confident that this provides a strong base upon which the Home Office and its agencies can continue to grow and flourish.

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

David Normington

Summary of Performance on Spending Review 2004 targets*

TARGET		PROGRESS
PSA1	Reduce crime by 15 per cent, and further in high-crime areas, by 2007–08.	Overall: on course 15 per cent reduction: on course (data year to December 2007) High-crime areas: on course
PSA2	Reassure the public, reducing the fear of crime and anti-social behaviour and building confidence in the Criminal Justice System without compromising fairness.	Overall: on course Fear of crime: ahead Concern that anti-social behaviour is a problem: on course Confidence in local police: ahead Victim and witness satisfaction: on course Public confidence in Criminal Justice System: ahead Black and minority ethnic perceptions of fair treatment: on course
PSA3	Improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice to 1.25 million by 2007–08.	Overall: ahead Offences brought to justice: ahead
PSA4	Reduce the harm caused by illegal drugs, including substantially increasing the number of drug-misusing offenders entering treatment through the Criminal Justice System.	Overall: on course Reducing the harm caused by illegal drugs: on course Number of drug-misusing offenders entering treatment through the Criminal Justice System: on course
PSA5	Reduce unfounded asylum claims as part of a wider strategy to tackle abuse of the immigration laws and promote controlled legal migration.	Overall: ahead Reducing unfounded asylum claims: ahead
Value for money	Home Office value for money target: to achieve gains worth £1,970 million per annum (of which £1,240 million would be cashable) by 2007–08, including by reducing the size of headquarters by 2,700 full-time equivalent posts.	Overall: met Value for money: met
Police standard	Maintain improvements in policing performance, as monitored by the Policing Performance Assessment Framework, in order to deliver the outcomes expressed in the Home Office PSA.	Overall: on course

* Full details of performance are set out in Chapter 4.

Organisational chart



Home Secretary
Jacqui Smith



Permanent Secretary
Sir David Normington

The Ministerial Team



Minister of State for Borders and Immigration and Minister for the West Midlands
Liam Byrne



Parliamentary Under-Secretary of State for Crime Reduction
Vernon Coaker



Parliamentary Under-Secretary of State for Identity
Meg Hillier



Minister of State for Security, Counter-Terrorism, Crime and Policing
Tony McNulty



Parliamentary Under-Secretary of State for Security and Counter-Terrorism
Lord West



Director General Office for Security & Counter-Terrorism
Charles Farr



Chief Executive Identity & Passport Service
James Hall



Chief Executive UK Border Agency
Lin Homer



Director General Financial & Commercial Group
Helen Kilpatrick



Director General Strategy & Reform Directorate
Peter Makeham



Director General Crime Reduction & Community Safety Group
Moira Wallace



Director General Human Resources
Kevin White

The Home Office Board



Derrick Anderson



John Heywood

The Non-Executive Directors



Chapter 1

WORKING TOGETHER TO
PROTECT THE PUBLIC



CHAPTER 1

Working together to protect the public

THE NEW HOME OFFICE

The Home Office changed its role in May 2007. We took on responsibility for leading the government-wide strategy to counter terrorism in the UK, alongside our existing responsibilities for policing, crime reduction, borders and immigration, identity and passports. At the same time, responsibility for prisons, probation, criminal law and sentencing moved to the newly formed Ministry of Justice.

The changes focus the Home Office, more than ever before, on its core role of protecting the public, with the aim of safeguarding the fundamental rights and freedoms of UK citizens and ensuring that people can go about their lives safely and confidently.

OUR PURPOSE

Our new purpose statement – ‘Working together to protect the public’ – emphasises our determination to put public protection at the heart of what we do. To do this effectively, we will listen harder to the public, shaping our policies and services around the issues that concern them most.

Our purpose emphasises that we need to work better with all our partners, including the police, intelligence agencies, local authorities, voluntary bodies, other departments and other governments. Most important of all, we must work with the public, devolving more decision making to a local level, so that our services are responsive and accountable.

OUR OBJECTIVES

To achieve our purpose, we have seven strategic objectives, which cover the full range of the Department’s responsibilities. We will work with the public and our partners at local, national and international level to:

- help people feel secure in their homes and local communities;
- cut crime, especially violent, drug and alcohol-related crime;
- lead visible, responsive and accountable policing;
- support the efficient and effective delivery of justice;
- protect the public from terrorism;
- secure our borders and control migration for the benefit of our country; and
- safeguard identity and the privileges of citizenship.

OUR VALUES

The Home Office values describe how we will work. They put the public at the heart of our work and embody our commitment to greater openness and to partnerships based on mutual respect and professionalism.

Home Office values

- We deliver for the public.
- We are professional and innovative.
- We work openly and collaboratively.
- We treat everyone with respect.

OUR RESOURCES

The total budget of the Home Office is just over £9 billion per annum. Most of our funding is devolved to our partners, particularly to the police and local authorities. Over the next three years, that budget will increase by just over 1 per cent in real terms each year. This will enable us, in line with our purpose and objectives:

- to maintain levels of funding to support the police and cut crime, building on previous year-on-year growth;
- to invest substantial new resources in action to counter terrorism and to prevent violent extremism;
- to provide resources to support communities in tackling crime and anti-social behaviour, and to complete the introduction of neighbourhood policing;
- to invest resources for border control and enforcement, including a new e-Borders programme;
- to introduce identity cards; and
- to provide, in more areas, indicative three-year budgets, providing stability in planning and the scope for ensuring the best value for money.

OUR STRATEGY

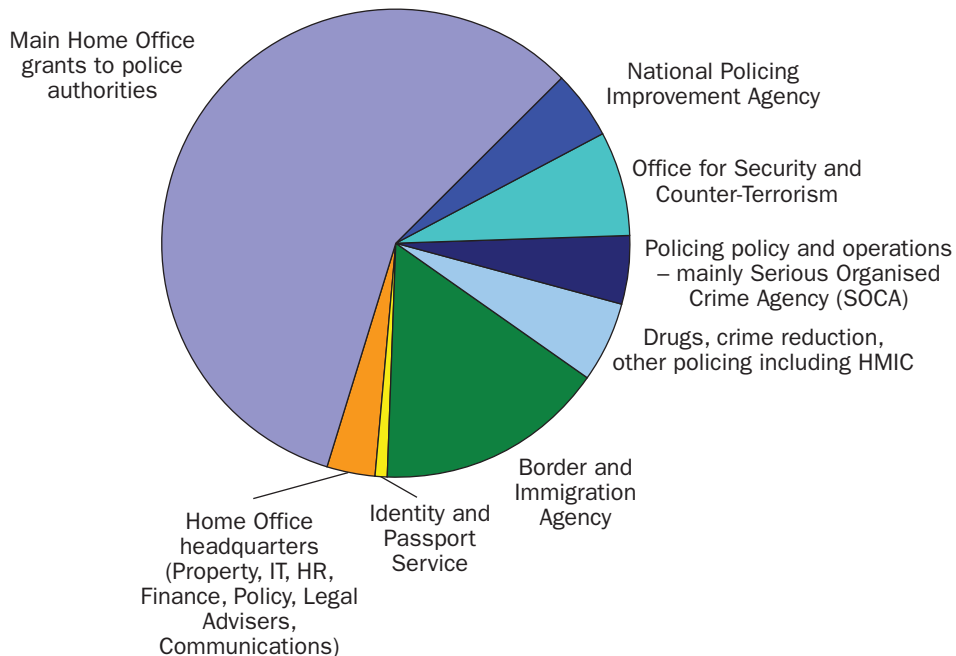
The new Home Office Strategy, published in February 2008, provides a clear sense of purpose and direction. Within its framework, the Public Service Agreements (PSAs) set out the specific delivery objectives in the priority areas over the next three years. The business plans for each of our agencies and delivery groups will set out how we intend to achieve them – and we also expect them to be reflected in the personal objectives of every member of staff in the Home Office.

That clarity of purpose gives great focus to what we have to achieve – but it brings risk too. The main risk is failure to work together well or recognise that our policies are interdependent, which is often described as ‘silo working’.

The strategy shows how work to deliver one objective, often led by a particular agency or group, depends for its success on the work of other parts of the Department, the work of other government departments and the work of our partners. At local level, the key to success is the ability to join up and make coherent and relevant national policy initiatives. We will be successful in delivering our objectives and our strategy when every member of our staff knows what we are trying to achieve, and how what they do contributes to the work of others.

We will look for the opportunity to develop stronger links with our partners. At international level, work on counter-terrorism, serious and organised crime, drugs and immigration requires close working with the European Union, the US and many other countries and governments. At a national level, we will use the new PSAs to build cohesion between different government policies, putting a new emphasis on work with other departments. We will also focus on local accountability and delivery, working within the Local Area Agreement (LAA) framework and a revised performance framework for the police, to enable local action to reflect local priorities.

Breakdown of planned Home Office expenditure in 2007–08





Chapter 2

STRATEGIC OBJECTIVES



STRATEGIC OBJECTIVE I:

Help people feel secure in their homes and local communities

All elements of Home Office business support the delivery of this objective: effective law enforcement; a comprehensive approach to tackling terrorism; a functioning Criminal Justice System (CJS); a secure border; and clear rights and responsibilities for citizens. For this objective to be realised, it needs to impact on people's lives, with their families and in their communities. Delivery against all our objectives contributes to giving people the security and confidence they need to go about their lives and be active citizens. As a department, and working with our partners, we are focusing on making a practical difference so that our services will be responsive to local needs and put the citizen first.

CUTTING CRIME, ESPECIALLY VIOLENT, DRUG AND ALCOHOL-RELATED CRIME

Overall crime is down. The latest British Crime Survey (BCS) results show that, based on interviews in the year to December 2007, the number of crimes committed against adults living in private households decreased by 16 per cent against the 2002–03 baseline. It also showed a statistically significant decrease in the risk of being a victim of crime.

Fear of crime is also falling, but not as fast as actual crime. Generally, the percentages of people worrying about anti-social behaviour, burglary, violent crime and vehicle crime are all decreasing – although in some communities, anti-social behaviour remains the number one concern for many residents.

The new Crime Strategy, *Cutting Crime: A New Partnership* (published in July 2007), signalled an increasing focus on violent crime and the most serious offences, which can have a particularly devastating effect on victims and their families. We have followed this with the Tackling

Violence Action Plan (published in February 2008), which highlights what can be achieved by identifying and acting on risk factors, tackling the drivers of violence, supporting victims and making targeted interventions. Much has already been delivered – the most serious violent offences decreased by 9 per cent between 2005–06 and 2006–07, and recorded firearms offences fell by 13 per cent in the same period.

We will ensure that this focus does not come at the expense of tackling the more commonly experienced crime, disorder and anti-social behaviour. We have worked closely with front-line practitioners to provide guidance and training on tackling anti-social behaviour. Drugs and alcohol are the cross-cutting drivers of crime, and we have set out our plans to reduce the harm that they cause in both the Alcohol Strategy *Safe. Sensible. Social* (published in June 2007) and the Drug Strategy (published in February 2008).

LEADING VISIBLE, RESPONSIVE AND ACCOUNTABLE POLICING

A visible, responsive and accessible police force is central to the public's confidence in law enforcement, and thus to a willingness to play an active role in making communities safer. Our key objectives for policing are to give police forces the flexibility to respond to local concerns. We will achieve this by a focus on neighbourhood policing and reducing bureaucracy, while retaining a focus on serious crime.

Neighbourhood policing provides a highly visible and easily contactable policing presence in the local community. In 2007–08, we achieved our aim of ensuring that every community in England and Wales was covered by a neighbourhood policing team. We will also work to embed neighbourhood policing

in broader local service delivery, such as neighbourhood management. This will be accompanied by a new focus on measures of public confidence and satisfaction.



Neighbourhood policing will be at the heart of the Green Paper on police reform which we will publish in spring 2008. The Green Paper has three key objectives: to set out the Government's strategy for policing; to set out clearly the range of work that we are delivering; and to put forward proposals on a range of issues where we believe there is more to do. It also takes forward the recommendations made in the Independent Review of Policing by Sir Ronnie Flanagan.

SUPPORTING THE EFFICIENT AND EFFECTIVE DELIVERY OF JUSTICE

Efficiency and effectiveness in delivering justice are fundamental to making communities safer by reducing crime and reoffending. More efficient services that make better use of resources, expertise and technology free up the police to tackle crime and reduce fear of crime through visible policing. Greater efficiency also helps increase victim and witness satisfaction and enables criminal justice agencies to be more effective in processing the more serious cases by freeing up capacity. A system that better tackles serious crime, enforces orders of the court and takes the profit out of crime through recovery of criminal assets will be more effective in deterring criminals and reducing crime. Offending and reoffending will also be reduced by problem solving, working with a wide range of partners and focusing on offenders and

offences. More effective performance, greater engagement with communities and partners, and better treatment of victims and witnesses will increase public confidence in the system.

PROTECTING THE PUBLIC FROM TERRORISM

Terrorism continues to present one of the most serious threats we face today. This threat is not limited to the UK and, as a result, demands a multi-faceted response: international, national and local. In May 2007, the Home Office took the lead for combating this global threat, working together with a wide range of partners from across government and within communities, to develop and co-ordinate the Government's strategy for counter-terrorism, CONTEST. Together, we have already met with considerable success in disrupting terrorist activity and bringing violent extremists to justice. This includes, in 2007, the convictions of 37 individuals for terrorism-related offences, with 21 pleading guilty. The pursuit of those seeking to engage in terrorist activity is, however, only one aspect of our strategy to counter terrorism. We are also seeking to stop people becoming or supporting violent extremists. Our strategy for this depends upon the support of our partners in all sectors – including public, private, voluntary and community – to work together to refute the language and arguments of those trying to advance the cause of violent extremism, and counter the efforts they are making to recruit others.

The first National Security Strategy for the UK was published in March 2008 and set out the Government's approach to dealing with threats to national security, ranging from war and terrorism to climate change, disease and poverty. It has the single, overarching national security objective of protecting the UK and its interests, enabling its people to go about their daily lives freely and with confidence, in a more secure, stable, just and prosperous world. The Home Office has a crucial role in countering terrorism and transnational organised crime, securing our borders and safeguarding people's identity. The strategy puts these specific responsibilities into context and explains how they contribute to national security as a whole.

SECURING OUR BORDER AND CONTROLLING MIGRATION FOR THE BENEFIT OF OUR COUNTRY

We want to ensure that migration benefits the UK and, in doing so, we will take account of both the economic benefits and the impact on services and communities. However, increased flows of people around the world make securing the UK's borders one of our toughest challenges, and migration remains a major public concern. The new Points Based System is being introduced to improve our control over managed migration.

In order to secure the border, it is vital that our immigration controls begin before people reach the UK and that information, intelligence and identity systems are used effectively, to ensure scrutiny at key checkpoints on journeys to and from the UK. This is how we prevent people entering the country illegally. It provides greater assurance that those who enter the UK are entitled to do so and that they are using a single identity.

Our priority is also to take enforcement action against those who cause the most harm as part of a wider cross-government strategy that will expand our work in enforcing the immigration laws, and encourage and ensure compliance with them. In order to do so, we are working to widen the gap between the experience of legal and illegal migrants, making it easier for legal migrants to come to this country and make a positive contribution, while making it much harder for those people who are here illegally, which we will do through shutting down fraudulent access to benefits and services, tackling illegal working and removing more of the people who are not entitled to be here.

SAFEGUARDING PEOPLE'S IDENTITY AND THE PRIVILEGES OF CITIZENSHIP

Identity fraud presents a growing challenge to how people live their everyday lives. The ability of people to prove their identity and trust the identity of others is a fundamental requirement for full engagement in society. The Identity and Passport Service (IPS) is at the heart of the fight to counter identity fraud through issuing passports of the highest integrity including a digitised facial image on a digital chip, providing a passport validation service to public and private sector customers, and developing and delivering the National Identity

Scheme (NIS). In developing the NIS, we will build upon the excellent customer service standards delivered by IPS and work collaboratively with public and private sector partners to deliver the benefits to all who have the right to live and work in this country.

A robust method of verifying identity will also enable stronger checks on people working in areas of national security.

The National Identity Scheme Delivery Plan 2008, published March 2008, sets out the case for the importance of identity cards for national security and identifies how their introduction from next year can increase public protection in sensitive areas of our society.

2008 is the first year of the new Home Office Strategy, which describes how we will achieve and deliver our strategic objectives. Alongside continued effective action at national level, which will remain crucial to increasing confidence, a decisive shift is planned. This means listening and responding to public concerns, visible local action and greater accountability and transparency of local services.

In the course of 2008–09, we will:

- increase flexibility for local authorities, partnerships and the police with fewer national targets and other performance measures;
- ensure that the benefits of the national network of neighbourhood policing teams are seen in a real increase in the responsiveness of local policing to the public;
- ensure that local authorities and the police use the existing powers available to them to tackle anti-social behaviour, and that there is good communication locally to address concerns;
- support local authorities and communities to counter violent extremism by challenging the violent extremist ideology, disrupting those who promote violent extremism, supporting individuals who are being targeted, increasing the resilience of communities and addressing the grievances that ideologues are exploiting;

- assess the impact of migration on services and communities and responding to local concerns. Our programme to regionalise the UK Border Agency will create strong local connections between the agency and the people we serve;
- build and support effective local partnerships with greater emphasis on transparency to local people; and
- strengthen the accountability of local services so that people can influence their priorities.

HOW WE WILL MEASURE SUCCESS

Ultimately, the public will be the judge of our success in meeting this objective. We will continue to measure their confidence in our services. We will ensure, in doing so, that we recognise the diversity of communities and track the confidence of different communities in our work.

STRATEGIC OBJECTIVE II:

Cutting crime, especially violent, drug and alcohol-related crime

OVERVIEW AND STRATEGY

Ten years of sustained investment in crime reduction has seen crime fall by around a third since 1997 and more in high-crime areas. This has been achieved through record levels of financial investment, growth in expertise and know-how, the development of new policy and legislation, and a rigorous focus on delivery. But new challenges continually emerge and these must be addressed if we are to sustain reductions in crime for years to come.

A NEW STRATEGY TO CUT CRIME

Our new Crime Strategy, *Cutting Crime: A New Partnership* (July 2007), builds on the successes and lessons of the last decade. It renews our approach to tackling crime. In step with public priorities, it focuses on reducing serious violence, improving crime prevention and securing public confidence.

Partnership working is central to its success. At a national level, the Home Secretary leads this effort through the National Crime Reduction Board. At the same time, we are transforming how we work with our delivery partners by being more enabling and less directive, thereby ensuring that priority is given to the issues that matter most to the communities we serve.

WHAT WE HAVE ACHIEVED SO FAR

Reducing crime is still a high priority for communities and there is more that we need to do, but the chances of being a victim of crime are now the lowest since 1981. The volume and acquisitive crimes that beset communities ten years ago have been reduced radically. We have worked with partners across the community safety environment and have defined six hallmarks of effective partnerships for Crime and Disorder Reduction

Partnerships (CDRPs) in England and Community Safety Partnerships (CSPs) in Wales. We have also introduced and improved innovative and successful programmes for prolific and priority offenders and drug-misusing offenders. Violent crimes, such as domestic and sexual violence, knife and gun crime, have been tackled with a sense of priority and urgency and we have put in place some of the most innovative, tough and effective legislation in the world. At the same time, we have sharpened our response against the most serious and organised criminals.

WHAT WE WANT TO ACHIEVE

Over the next three years, we want to sustain our rigorous focus on delivery. In our response to serious violence, drugs and alcohol, and anti-social behaviour, we will ensure that every community benefits from effective action that makes a difference locally. We will also increase our ability to get on the front foot in the fight against crime, by identifying new trends, new kinds of offences and developing new policy and practice to combat these.

HOW WE WILL MEASURE SUCCESS

Public Service Agreement (PSA) 23, 'Make communities safer' and PSA25, 'Reduce the harm caused by alcohol and drugs' – both led by the Home Office – will be used to measure success. Based on extensive consultation and work with partners, these PSAs set the right priorities, focus on the right outcomes, but importantly, provide the flexibility our partners need to deliver.

We also support the PSA24 'Deliver a more effective, transparent and responsive CJS for victims and the public', and the PSA14 'Increase the number of children and young people on the path to success'.

FACTS AND FIGURES

There have been significant recent successes in reducing the most serious violent offences in recent years; these decreased by 9 per cent between 2005–06 and 2006–07, and recorded firearms offences fell by 13 per cent in the same period.

Actions during 2007–08 included:

- developing and publishing a new crime strategy for 2008–11, which builds on a decade's experience of tackling crime. To ensure that the Government delivers on its commitment to sustain reductions in crime, the strategy supports a more complete approach from prevention through to rehabilitation;
- developing and publishing the 'Make communities safer' PSA, designed to drive the performance and delivery that will achieve the Government's ambition that fewer people will be victims of crime, especially the most serious crime, and that communities across the country will see visible and accountable action on the issues that matter most in their area;
- establishing the National Crime Reduction Board, chaired by the Home Secretary, to ensure that policy and effort across government departments are co-ordinated and focused on delivering safer communities;
- publishing a revised National Community Safety Plan (NCSP), which sets out clear direction and the approach that should be taken by all partners delivering community safety, and ensures that it is in line with the new crime strategy and PSAs; and
- continuing to work with the Police Service and with CDRPs and CSPs to deliver continuously improving performance, providing challenge and support to those areas that need it most.

In the course of 2008–09, we will:

- implement and embed the crime, drug, alcohol and violent crime strategies, enabled through a programme that will inform, support and mobilise our partners;

- build our capacity to identify future threats that are likely to emerge as a national issue and develop practical responses to assist local areas;
- through the implementation of a new single performance framework, the Assessment of Policing and Community Safety (APACS), continue to develop our approach to performance management with both the police and partnerships providing challenge and support in order to improve performance;
- work with local partners to deliver a programme of public communications that will help to build confidence in local agencies and the police; and
- publish a Youth Crime Action Plan, with our partners in the Department for Children, Schools and Families (DCSF) and the Ministry of Justice, which will focus on a long-term strategy to tackle youth offending, both by reducing the number of young people entering the youth justice system for the first time, and by reducing reoffending.

REDUCING VIOLENT CRIME

Violence in all forms is rightly an issue of serious public concern. It has devastating effects on victims and victims' families, and the fear of violence impacts on many people across society.

Total violent crime as measured by the BCS has decreased by 31 per cent since 1997. Yet there is still more to do. The Home Office published a Tackling Violence Action Plan in 2008, which sets out the action we will be taking to ensure that serious violence is reduced and prevented and victims better supported. Working with partners, we will apply the full range of policy, powers, communications and expertise available to us to deliver a difference in this vital area.

TACKLING VIOLENCE ACTION PLAN

The Tackling Violence Action Plan was published in February 2008. Its key strategic insight, based on emerging good practice, is that violent crime can be prevented or reduced if risk factors are understood, identified and acted upon. The action plan sets out a programme of intervention at every stage in the lifecycle of offending – from working with parents and young people to prevent violent crime, to managing offenders to reduce reoffending and finally, if and when a serious crime is committed, ensuring that the full force of enforcement is used. We also know that the drivers of violence such as alcohol abuse and the availability of weapons need to be effectively addressed.

Providing victims of serious and violent crime with the support they need is also included in the action plan. We know that when victims of serious and violent crime are supported, we reduce their levels of trauma and they are more likely to see through a prosecution, thereby bringing more offenders to justice and reducing re-offending.

- co-ordinating a national Domestic Violence Enforcement Campaign to support effective multi-agency responses to domestic abuse during the Christmas and New Year period, by providing support to victims and gathering evidence to bring more offenders to justice and reduce the proportion of repeat offences;
- establishing 100 Multi-Agency Risk Assessment Conferences (MARACs) in which local statutory and voluntary agencies meet to agree what they can each do to support victims of domestic violence; and
- taking steps to drive up performance in the investigation and prosecution of offences, particularly serious sexual offences.



Actions during 2007–08 included:

- implementing measures from the Violent Crime Reduction Act 2006, which gave police and other agencies further powers they need to tackle guns, knives and alcohol-related violence;
- developing, through the Tackling Violent Crime Programme (TVCP), a range of interventions to respond to alcohol-related and domestic violence, which contributed towards a greater reduction in more serious violence in TVCP areas than in other areas;
- publishing in May 2007 the *Review of the Protection of Children from Sex Offenders*, which recommended extra steps to enhance the protection of children from sex offenders. This led to pilot schemes under which parents/guardians were able to seek information on the convictions of certain people who have access to their children;

OPERATION ADVANCE

The work of the Police and Crime Standards Directorate (PCSD) on the national review of cold cases – Operation Advance – continues to go from strength to strength. A significant number of offenders have now been apprehended or convicted of serious sexual offences spanning back over 10–20 years.

This Home Office-led initiative has already led to the conviction of 38 violent criminals. In the last three years alone, the Operation Advance Programme has resulted in offenders being sentenced to over 176 years of imprisonment. On top of this are the five life sentences handed down to offenders. Operation Advance makes use of the very latest forensic and investigative techniques to bring the dangerous criminals to justice.

We launched a third phase of Operation Advance in August 2007, with a review of over 4,000 case files for stranger rapes and serious sexual assaults committed between 1991 and 1996. To date, 132 cases with potential for further forensic work have been identified by the Forensic Science Service (FSS) and details of these cases were sent to the forces concerned in November 2007. Forensic work commenced in January 2008.

In summary, the Operation Advance Programme has reviewed over 15,000 historic rape and sexual assault cases for further forensic potential. The total amount invested by the Home Office in cold casework since 2003 is in the order of £1.7 million.

The message is therefore clear; no matter when the offence occurred, advancements in DNA technology mean that the most serious criminals will continue to be brought to justice, providing reassurance to victims.

TACKLING GANGS ACTION PROGRAMME

In September 2007, the Home Secretary set up a new dedicated unit, the Tackling Gangs Action Programme (TGAP), and chaired a ministerial taskforce to drive this programme.

TGAP efforts were concentrated in London, Liverpool, Greater Manchester and Birmingham. This programme has disrupted gang activity, made significant numbers of arrests and removed weapons from the streets, the Programme has also helped the development of prevention work and community reassurance, including:

- the School Mates Programme in Liverpool in which vulnerable young people in Year 6 are paired with Year 12 students who act as mentors;
- development of mentoring and mediation services in London to help defuse conflict and community tensions;
- a community helpline in Manchester established by Mothers Against Violence;
- in Birmingham, the expansion of multi-agency risk management arrangements focusing on key gang members; and
- expansion of the network of Street Pastors, who provide a 'listening ear' for young people on the streets at critical times.

Lessons and best practice will be shared with police and partners across the country, and will influence longer-term policy recommendations.

In the course of 2008–09, we will:

- implement the Tackling Violence Action Plan to reduce violence;
- ensure that local agencies work together to identify individuals who are involved or at risk of involvement in serious violence, either as perpetrators or victims;
- subject to legislation, implement Violent Offender Orders to assist in the management of violent offenders;

- work with police to develop state-of-the-art imaging technology to provide information and intelligence on firearms used in crime, and we will introduce new controls on deactivated firearms;
- launch and run a £1 million public campaign to reduce the possession of knives among young people;
- improve the detection and deterrence of knife crime through the provision of an additional 100 portable knife arches and 400 search wands to the police and others;
- continue to roll out the good practice we have developed in tackling domestic violence and continue to address sexual violence, with a particular focus on improving investigative and prosecutorial arrangements;
- work closely with partners to develop a programme of work on so-called 'honour-based violence';
- work with communities to take decisive action to protect victims of forced marriage;
- implement the Home Office-led recommendations of the Child Sex Offender Review; and
- implement the Government's Prostitution Strategy and conduct a review of how we tackle the demand for prostitution to reduce street prostitution and all forms of commercial sexual exploitation.

REDUCING VOLUME AND SERIOUS ACQUISITIVE CRIME

Over the last ten years, the reduction in volume and acquisitive crime has been significant. In the past year, a resolute focus on delivery, most recently accelerated through our Priority 44 Programme, means that many areas have made considerable achievements in delivering their local crime reduction targets. Indeed, many areas, including high-crime areas, have far exceeded their targets.

Actions during 2007–08 included:

- continuing to monitor partnership performance, providing challenge and support to those areas that need it the most to achieve their local crime reduction targets;
- developing our suite of Partnership Support Programmes to help partnerships make sustainable improvements in their efforts to reduce crime;
- driving progress towards the PSA1 crime reduction target through the implementation of the Priority 44 Programme, which supported key CDRPs and others to deliver core business more effectively; and
- introducing a new focus on the collation and dissemination of effective practice for all so that all areas benefit from the expertise and good ideas from across the country.

Priority 44 – supporting delivery

We encouraged partnerships to carry out weeks of action focusing on key crime types and local concerns to reduce crime and disorder significantly, to deliver an improved local environment that the community is motivated to sustain and to foster greater local participation in the community safety agenda. Weeks of action have been used extensively throughout the Priority 44 areas. Intensive activity during a week of action might include high-visibility patrolling, targeted police operations to respond to local concerns, community clean-up, fire safety checks and open days to publicise drugs and housing support.

WEEKS OF ACTION – LIVERPOOL

A series of weeks of action has made a real impact in Liverpool – one of the Priority 44 CDRPs.

Analysis of local offences and offenders identified a small number of prolific offenders who were causing a disproportionate amount of harm in certain neighbourhoods, and these areas were the focus of the weeks of action. The partnership's activities included environmental improvements as well as enforcement to tackle offences from dropping litter to drug dealing. Multi-agency activity in the Tuebrook and Stoneycroft neighbourhood included:

- removal of 75 tonnes of rubbish;
- 15 sites cleared of fly tipping;
- 34 people prosecuted for dropping litter;
- 45 vehicles seized and 48 declared unroadworthy; and
- 54 people arrested for assault, burglary and theft.

These neighbourhood actions were further supported by high-profile city-wide operations, for example a targeted burglary operation which resulted in the recovery of £500,000 worth of stolen property and five firearms, the impounding of 38 illegal vehicles and the seizure of a large quantity of Class A drugs.

The new PSA goals signal a change in emphasis in our approach to tackling crime and its associated problems, with a stronger focus on serious acquisitive crime.

In the course of 2008–09, we will:

- continue to monitor performance at both police and partnership level, and identify and target resources on those areas that need to make the most significant reduction in serious acquisitive crime;
- build on and embed the ways of working that have emerged in effective partnerships, especially problem solving, targeted action plans and community engagement, including publishing revised 'weeks of action' guidance;

- deliver targeted Partnership Support Programmes with partnerships where they are needed the most, to help them achieve the hallmarks of effective partnerships;
- work with Skills for Justice and other training providers to create better opportunities for community safety practitioners to develop their skills, particularly in relation to the hallmarks for effective partnerships;
- continue to deliver national campaigns targeted at key types of serious acquisitive crime, such as a seasonal focus on theft from vehicles at Christmas; and
- continue to tackle the underlying causes of offending, including drug misuse, through offender-based programmes such as the Drug Interventions Programme and the Prolific and Priority Offender (PPO) scheme.
- supporting reductions in volume and acquisitive crime through work to design out crime with the Design and Technology Alliance, which will help reduce the opportunities for these types of crime still further.

TACKLING ANTI-SOCIAL BEHAVIOUR

Anti-social behaviour blights communities and remains a key concern for the public. Sustained and visible action is a top priority. Every community now has a neighbourhood policing team to work in partnership with other local agencies. Together, these dedicated teams have a range of innovative and effective powers to use.

Actions during 2007–08 included:

- working with front-line practitioners (such as the police, youth workers, landlords and community wardens) to draw up and disseminate comprehensive practitioner guidance on:
 - the use of Acceptable Behaviour Contracts; and
 - tackling firework misuse;
- training nearly 1,000 front-line practitioners in the use of anti-social behaviour tools and powers.

In the course of 2008–09, we will:

- introduce a new team of national experts to help underperforming areas better tackle anti-social behaviour;
- introduce provisions to make it compulsory to give consideration to attaching a Parenting Order to Anti-Social Behaviour Orders (ASBOs) for young people under 17;
- target the most persistent anti-social behaviour offenders who cause the majority of nuisance for communities;
- introduce a joint Home Office and Department for Transport initiative to tackle those who cause anti-social behaviour on public transport;
- continue to support practitioners to make full use of the wide range of anti-social behaviour interventions;
- continue to fund the anti-social behaviour practitioner advice line and website;
- introduce one-year reviews of ASBOs;
- publish a compendium of guidance on all anti-social behaviour tools and powers;
- work with front-line practitioners on comprehensive guidance on supporting victims and witnesses;
- publish comprehensive guidance for new premises closure legislation;
- provide local areas with assistance in developing their communications strategies, ensuring that the action they are taking is visible; and
- work with CDRPs to support their inter-agency approach to neighbourhood management and anti-social behaviour.

TACKLING ALCOHOL AND DRUGS – THE CROSS-CUTTING DRIVERS OF CRIME

Problem drug use and harmful drinking cost our society billions of pounds. The impact on health, families and communities can be devastating and the most vulnerable are often the hardest hit. Around one-third of acquisitive crime is believed to be undertaken to fund drug misuse, and alcohol is a factor in around a half of violent crimes.

The alcohol and drugs PSA (PSA25) sets out the Government's ambitious targets to reduce the harms caused by drug and alcohol misuse. These will be achieved through the delivery of the new drug and alcohol strategies published in 2007 and 2008.

A new strategy to tackle alcohol

SAFE, SENSIBLE, SOCIAL – A NEW ALCOHOL STRATEGY

In June 2007, the Government published *Safe. Sensible. Social. Next Steps in the National Alcohol Strategy*. It committed to a programme of action that would deliver the following:

- Ensure that the laws and licensing powers are being used widely and wisely.
- Focus on the drinkers who cause or experience the most harm (young people under 18 who drink alcohol, 18–24-year-old binge drinkers and harmful drinkers).
- Work together to shape an environment that actively promotes sensible drinking.

This work will be delivered in collaboration and partnership with all relevant government departments and delivery partners – from the NHS, education services, the media, police, the voluntary sector and industry.



Actions during 2007–08 included:

- setting up four Alcohol Arrest Referral pilots, which aim to make binge drinkers face up to the consequences of their drinking;
- relaunching, in partnership with the Department of Health, the successful Know Your Limits campaign to tackle binge drinking;
- commissioning a comprehensive review of the alcohol industry's social responsibility standards; and
- establishing an expert group to develop a tool that would identify high-risk licensed premises, with an expectation that premises identified as having a high risk of being associated with crime and disorder will replace glassware and move to a safer alternative such as polycarbonate.

ALCOHOL ENFORCEMENT CAMPAIGN

One of our key commitments in the Alcohol Strategy is to ensure the effective use of available powers by police in relation to underage drinking. Home Office-co-ordinated enforcement campaigns delivered over the past year were designed to address the different problems of underage drinking.

Tackling Underage Sales of Alcohol Campaign (summer 2007). Following the campaign, 22 premises were eligible for prosecution for the new offence of persistently selling alcohol to children. To date, three premises have had their licence suspended, four received a three-month licence suspension, four received additional conditions to the licence and two premises received a licence suspension.

Pilot Confiscation of Alcohol Campaign (autumn 2007). Over 3,700 litres of alcohol and over 260 bottles of alcopops were confiscated and nearly 900 directions to leave were issued by police.

National Confiscation Campaign (winter 2008). Nearly 21,000 litres of alcohol were confiscated and over 3,500 directions to leave were issued by police.

In the course of 2008–09, we will:

- consider the results of the review on the take-up and effectiveness of the alcohol industry's social responsibility standards and if those standards are not being met or no longer represent best practice, then we will take action, including action on irresponsible promotions;
- expand the four Arrest Referral pilot areas to ten, and these additional pilots will have an expanded remit so that advice can be offered to young people under 18 who are arrested for an alcohol-related offence;
- work with the police and local authorities to take forward the actions announced in the review of the Licensing Act 2003;
- launch a major communications campaign, in partnership with the Department of Health, to tackle binge drinking and promote awareness of alcohol units;
- work with local areas to ensure that their alcohol strategies are robust and are delivering results on the ground; and
- with the DCSF, develop the Young People and Alcohol Action Plan to address specifically the harms associated with young people drinking, including establishing a new partnership with parents on teenage drinking, while recognising the need to intervene and enforce standards with irresponsible or inadequate parents.

The new national drug strategy

DRUGS: PROTECTING FAMILIES AND COMMUNITIES

In February 2008, we published *Drugs: Protecting Families and Communities*. This new ten-year strategy will deliver:

- a stronger voice for communities in tackling drug use and drug dealing, through visible enforcement action from neighbourhood policing through to increased asset seizures;
- continued identification and targeting of drug-misusing offenders that cause the most harm in their communities, so that they are diverted out of crime and into treatment. To bolster the effectiveness of this, we will also deliver new approaches to drug treatment and social reintegration;
- an improved response to the harm drugs cause to children and families, specifically breaking the cycle of drug use and intervening earlier with the children of the most problematic drug users; and
- building our communications and public information campaigns so that young people, families and communities are clear about the risks and harms caused by drugs, know where they can access help if needed, and know what action is being taken to tackle the problem.

Actions during 2007–08 also included:

- overhauling our approach to high-harm drug users, with tougher conditions, tougher enforcement and new follow-up assessments, and aligning the PPO Programme with the Drug Interventions Programme;
- publishing a Drug Interventions Programme impact report that showed that around half of the offenders in the research group had reduced their offending following contact with the Programme, by 79 per cent; offending for the group as a whole reduced by 26 per cent;

- accelerating delivery of the cross-government young people and drugs programme. Actions included the development of a needs assessment toolkit to help partnerships estimate the number of vulnerable young people in their areas;
- building on the successful FRANK ‘Brain Warehouse’ cannabis campaign which achieved awareness levels of 69 per cent and successfully changed attitudes among young people to the risks of cannabis;
- publishing delivery and classroom practitioner reports from the Blueprint Programme, the largest research study ever run in England designed to tell us more about the delivery of effective school-based drug education; and
- continuing to fund delivery of the Positive Futures social inclusion programme aimed at young people most vulnerable to substance misuse.



In the course of 2008–09, we will:

- extend police powers to seize more dealers’ cash and assets on arrest rather than conviction;
- embed action to tackle drugs within the neighbourhood policing approach, responding to community concerns about drugs, acting on intelligence provided by the community and giving feedback on how such intelligence was used;
- encourage the police to make full use of crack house closure powers and powers to close cannabis factories;

- identify and target those drug-misusing offenders causing the greatest harm to communities, and improve the responses to divert them out of crime using more effective and integrated approaches;
 - introduce pilots to extend and evaluate integrated offender management models for drug-misusing offenders, including those released from prison under no statutory supervision;
 - continue to improve enforcement through the Street Level Up Approach to tackling drug markets;
 - build on evidence of what works to develop the FRANK campaign further;
 - take the reclassification of cannabis through Parliament and, with other relevant Government departments, implement those recommendations of the Advisory Council on the misuse of Drug's Cannabis Report accepted by the Government;
 - consider other pending recommendations from the Advisory Council on classification of other individual drugs including ecstasy;
 - use opportunities presented by the benefits system to provide support and create incentives to move towards treatment, training and employment; and
 - deliver a national programme publicising enforcement action, supported by local communication campaigns.
- continuing to work closely with the mobile phone networks, which are now exceeding the targets set out in the Mobile Phone Crime Reduction Charter for blocking stolen phones, resulting in reducing levels of street robbery; and
 - ensuring that all buildings designed for legacy use on the Olympic Park site will be built to Association of Chief Police Officers (ACPO) Secure By Design standards, helping to maximise the benefits to the community of the 2012 Olympic Games.

In the course of 2008–09, we will:

- implement an action plan to further raise the game of business and commerce in producing more crime-resistant products, places and services; and
- work closely with the mobile industry to ensure that new products and services minimise opportunities for crime at the outset.

SAFEGUARDING CHILDREN AND VULNERABLE ADULTS

Our work is focused on preventing those who are considered unsuitable from working with children and vulnerable adults, by introducing a new and improved checking and monitoring scheme. When fully operational, it will be mandatory for those volunteering or working with vulnerable people in specified circumstances to be registered with the new Independent Safeguarding Authority (ISA).

Actions during 2007–08 included:

- the Criminal Records Bureau (CRB) processing over 3.5 million checks and achieving an accuracy rate of over 99.88 per cent. During the year, organisations stopped 20,000 unsuitable people from working with children and the vulnerable as a direct result of CRB checks;
- commissioning the Magee Review of criminality information, following the inquiry early in 2007 into the handling of notifications by other European countries of criminal convictions for UK citizens, to examine and recommend necessary improvements to the recording and sharing of information about criminality within the UK and between the UK and other countries in the interests of safeguarding the public.

DELIVERING A NEW NATIONAL APPROACH TO DESIGNING OUT CRIME

The rapid rise in desirable electronic products such as mobile phones, satellite navigation systems and MP3 players has been a real boon for our vibrant and dynamic economy, but it has also given rise to increased opportunities for crime. Our challenge is to harness technological and design expertise to help us reduce rather than produce crime.

Actions during 2007–08 included:

- establishing the new Design and Technology Alliance, a group of internationally renowned designers and criminologists led by Sebastian Conran, which is already raising public interest in design against crime issues;

In the course of 2008–09, we will:

- launch the ISA. Based in Darlington, the ISA will launch with the primary aim of helping to avoid harm, or the risk of harm, to children and vulnerable adults by preventing those who are considered unsuitable from working with children and vulnerable adults, whether paid or voluntary. The ISA will ultimately take all the discretionary barring decisions that are currently taken by the Home Secretary under the current 'List' arrangements – Protection of Vulnerable Adults (POVA) List, Protection of Children Act (POCA) List and List 99; and
- continue to develop and expand the existing services of the CRB through the development of new e-application services, the addition of more data sources, and the centralisation of the work carried out by the police in their regions, and will also continue to work with the IPS to incorporate new identity verification and validation services to strengthen its current processes.

SERIOUS AND ORGANISED CRIME

Combating serious and organised crime is a key to cutting drug-related crime, organised immigration crime, fraud, high-tech crime, counterfeiting, use of firearms, serious robbery and organised vehicle crime.

Actions during 2007–08 included:

- legislating for the Serious Crime Act 2007;
- recovering £135.6 million worth of criminal assets, subject to final validation;
- finalising the merger of the Assets Recovery Agency with the Serious Organised Crime Agency (SOCA) on 1 April 2008;
- giving new powers to the police, SOCA and prosecuting bodies to improve the seizure and recovery of criminal assets; and
- launching, with the police, Pentameter 2, the second national police-led, multi-agency anti-trafficking operation to implement the UK Action Plan on Tackling Human Trafficking, which was launched in March 2007.

In the course of 2008–09, we will:

- create Serious Crime Prevention Orders, allowing restrictions to be imposed on persons involved in serious crime;
- provide new data-sharing mechanisms to better prevent and detect fraud;
- recover £200 million worth of criminal assets as a stepping stone towards doubling the 2006–07 target to £250 million in 2009–10;
- ratify the Council of Europe Convention against trafficking in human beings by the end of 2008;
- continue to implement the UK Action Plan on Tackling Human Trafficking, including conducting a pilot on trafficking for forced labour; and
- develop a National Fraud Reporting Centre and National Fraud Intelligence Bureau, including carrying out an exercise to prove the ability to acquire information, analyse it and disseminate both tactical and trend intelligence packages.

STRATEGIC OBJECTIVE III:

Lead visible, responsive and accountable policing

OVERVIEW AND STRATEGY

The Home Secretary's strategic priorities for policing, set out in the *National Community Safety Plan 2008–11*, embody the Government's vision for safer communities. For policing, those priorities are:

- reducing crime, particularly more serious and alcohol-related crime and anti-social behaviour;
- increasing public confidence in, and engagement with, the police;
- in partnership, to deliver a more effective CJS for victims and the public;
- ensuring that there is capacity and capability to deliver effective policing to tackle serious and organised crime and provide other protective services;
- enabling the police to protect the public and disrupt terrorist attacks; and
- making the best use of resources through improved resource management.

In 2008, we will deliver these priorities, working closely with police authorities and forces. The police will have the freedom to respond flexibly to local concerns through enhanced neighbourhood policing, greater flexibility in the PSAs and reduced bureaucracy. Focus on serious crime will be retained through greater collaboration on protective services, tackling violent crime and protecting people from the terror threat (including working with international agencies).

We intend, with our partners, to drive forward further improvements in policing by:

- concentrating on the new PSAs (set out further under strategic objective II), building upon the Home Secretary's strategic priorities;
- developing the recommendations of the Independent Review of Policing by Sir Ronnie Flanagan;
- publishing a Green Paper on policing in the spring of 2008, drawing together work on police reform, enhancing local accountability of the police and responding to the Flanagan Report;
- implementing the new three-year Strategy for Policing Efficiency and Productivity, critical to delivery of the service's mission in the context of tight resources;
- building on the success of establishing neighbourhood policing teams in every area of England and Wales, and continuing to work with Communities and Local Government (CLG) and other partners to link neighbourhood policing with broader neighbourhood management;
- continuing to develop the capability and capacity of the police to deliver protective services, which includes serious organised and cross-border crime, public order, emergency planning and civil contingencies;
- continuing to develop the capability for the police and security services to protect the public and disrupt terrorist attacks, one of the most serious challenges facing the UK. Further detail is set out under strategic objective V; and

- continuing to monitor police performance by providing challenge and support in helping forces to improve their performance, reduce crime and make communities feel safer.

What can be achieved must be connected to the resources available for the work. In December 2007, we announced a funding settlement for the police for 2008–09 to 2010–11. Taken with efficiency and productivity initiatives, this settlement will provide a sure footing for the Police Service to make plans and deliver service improvements with greater confidence. In December 2007, after careful consideration of the recommendation of the Police Arbitration Tribunal, the Home Secretary also announced a police officer pay settlement for 2007–08, which was affordable and consistent with government policy.

FACTS AND FIGURES

- The government grant and central spending on services for the Police Service increased from £6.2 billion in 1997–98 to £11.1 billion in 2007–08.
- In December 2007, the Government announced a three-year funding settlement for the police from 2008–09 to 2010–11, with overall police funding increasing by 2.9 per cent, 2.9 per cent and 2.7 per cent each year, respectively.
- Police capacity is at historically high levels. As of 30 September 2007, there were 231,822 people employed by the Police Service – an increase of 1,761 from March 2007.
- The *Police Performance Assessments 2006–07*, providing the public with a view on the effectiveness of key policing services and whether they have improved or not, awarded three-quarters of all forces a ‘good’ or ‘excellent’ grading for tackling crime.
- The assessments showed that victim satisfaction with the police has increased; good progress has been made in the implementation of neighbourhood policing; and that more forces scored an ‘excellent’ or ‘good’ rating in this year’s assessments than last year, with fewer ‘poor’ grades given.



The new PSAs will be in place from April 2008 and we have listened closely to the Police Service in agreeing them. The PSAs place more focus on serious violence (i.e. firearms and other weapons), alcohol-related crime and anti-social behaviour, responding to the service’s concern to focus on issues that matter most to the public.

We will work closely with our key stakeholders – ACPO, the Association of Police Authorities (APA), the National Policing Improvement Agency (NPIA), the police officer and staff associations and HM Inspectorate of Constabulary (HMIC) – to ensure that we deliver the PSAs and strategic policing priorities across the full range of policing activity.

DELIVERY IN 2007–08

Actions during 2007–08 included:

- developing a more responsive, community-based Police Service through neighbourhood policing and citizen-focused initiatives;
- ensuring that the development of APACS and the PSAs further progressed and embedded improvements in police performance; and

- supporting police forces in their efforts to reduce crime, contributing to a reduction in crime measured by the BCS; and
- providing a modern workforce.

We delivered on these aims by ensuring that every community in England and Wales had a neighbourhood policing team, publishing our Efficiency and Productivity Strategy and working with the Police Service to achieve the sustained reduction in crime discussed further in Strategic Objective II. Additionally:

- 2007–08 was the second year of the two-year funding settlement announced in December 2005. Multi-year settlements continued in December 2007 with a three-year funding settlement for 2008–09 to 2010–11. This gives the Police Service a stable basis on which to plan systematically for the future. The Police Service has now benefited from a significant increase in resources over a number of years;
- the National Policing Board (NPB), bringing together the leaders of the policing community, continued to strengthen the strategic tripartite partnership between the Home Office, the Police Service and police authorities;
- together with our stakeholders, we established the NPIA in April 2007. The NPIA has provided central and national services for policing to the Police Service (such as the Police National Computer and the Airwave radio system). The Agency has worked with the Police Service to develop a more professional business change capability;
- we used new and existing technology to enable officers to provide the most visible and accessible police presence in the community, including the use of electronic fingerprinting units and new-generation Airwave radios. These innovations have contributed to the improvement in time police officers spend on the front line; and
- we demonstrated our commitment to address serious and organised crime through continued improvements in protective services.



PREPARATION FOR THE OLYMPIC GAMES

Ensuring the safety and security of the London 2012 Olympic and Paralympic Games requires substantial planning and preparation. The scale of the Games is unprecedented, though the UK will be building upon a strong track record of providing effective security for major public events.

In the course of 2008–09, we will:

- continue to work closely and effectively with the Olympic Security Directorate, police forces and other organisations that are delivering the Games;
- continue to develop costed and effective plans for the safety and security of the Games, and have a fully integrated plan in place by the end of 2008;
- ensure that the plan is firmly anchored in the mitigation of the risks we face and undergoes thorough scrutiny throughout its development and implementation; and
- establish a rigorous process for the assessment of business cases and release of funding to deliver the safety and security of the Games.

DELIVERY OF NEIGHBOURHOOD POLICING

Neighbourhood policing teams provide a visible, accessible and locally accountable presence in neighbourhoods. They are involved in proactive and preventative work to tackle low-level crime and anti-social behaviour, which may be a persistent issue or concern that exists in the local community.

Key elements of our strategy include:

- ensuring that teams are visible and easily contactable by members of the community;
- ensuring that teams implement effective community engagement and solve local problems;
- raising public awareness of local teams and encouraging people to get involved in community matters; and
- integrating neighbourhood policing into other local service delivery so that the public are provided with a better co-ordinated and responsive local service.



Actions during 2007–08 included:

- implementing neighbourhood policing teams for every area. Over 16,000 Police Community Support Officers (PCSOs) were recruited by the milestone of 30 April 2007. These PCSOs support the work of the 13,500 officers in the 3,600 dedicated neighbourhood policing teams across England and Wales;
- ensuring continuation of the Neighbourhood Policing Fund for 2008–09 to support the embedding of the work;
- supporting the Name in Every Neighbourhood campaign to raise the public's awareness of local teams;
- launching a national website to ensure that the public can access the names and numbers of their local team;
- agreeing new citizen confidence indicators for PSAs and APACS and including them in the BCS, ensuring that the public can influence and monitor police responses to local concerns; and
- making good progress with the Police Service on implementing neighbourhood policing, as assessed by a positive HMIC report.

In the course of 2008–09, we will:

- continue work with CLG, the Welsh Assembly Government and other partners to integrate neighbourhood policing with other local services; and

- develop and implement, with our policing partners and the NPIA, a plan to mainstream neighbourhood policing in keeping with the Flanagan recommendations. We will be introducing a new Policing Pledge by the end of the year. It will set out a consistent national standard for what people can expect from the police, underpinned in each area by a set of local priorities, agreed by people in each neighbourhood.

A NEIGHBOURHOOD POLICING SUCCESS STORY FROM LANCASHIRE CONSTABULARY

The Trinity Ward neighbourhood policing team in Burnley engages the local community through the PACT (Police and Communities Together) methodology. This includes monthly meetings with residents, door knocks, leaflet drops and surveys. Residents' associations and Neighbourhood Watch groups were also invited to form part of a 'citizens' panel' to discuss short-, medium- and long-term interventions for improving the area. The Neighbourhood Management Scheme for the area was also seen as a crucial partner.

Public priorities for the area were identified, through PACT, as environmental crime (fly tipping, graffiti, dog fouling), anti-social behaviour (particularly youth related) and street-level drug dealing.

The team worked closely with partner agencies to implement a range of activities such as joint agency patrols, community clean-ups, school visits, youth diversionary activities, environmental visual audits, joint police and Driver and Vehicle Licensing Agency enforcement on abandoned and unlicensed vehicles, and the execution of warrants against local drug dealers. Residents were kept informed about the progress of these activities.

As a result, there have been significant increases in community confidence – initial surveys indicated that only 45 per cent of residents surveyed would speak positively of the area but, following the targeted activity, this increased to 83 per cent. In addition, 60 per cent of residents surveyed indicated that they would like to become more involved in neighbourhood activities. Recorded crime and disorder in Trinity Ward has also continued to fall. In the 12 months to January 2008, compared with the previous 12 months, recorded crime fell by 6.1 per cent, criminal damage reduced by 17.6 per cent and calls to the police regarding anti-social behaviour reduced by 16.5 per cent.

DELIVERY OF POLICE REFORM

Key elements of our strategy include:

- playing our part in reducing unnecessary police bureaucracy, so that officers are free to focus on addressing people's priorities;
- ensuring greater accountability of the service and police authorities to the public they serve; and
- setting out a clear account of our police reform activities and how they affect the police and the public.

Actions during 2007–08 included:

- responding to some bureaucracy recommendations in the Flanagan Review, so that forces can pilot a new stop and account procedure and a streamlined crime-reporting form;
- launching a £50 million programme for 10,000 mobile data devices for front-line police officers;
- commencing a number of provisions in the Police and Justice Act 2006, including extending the powers of PCSOs, special constables, CDRPs, the Independent Police Complaints Commission and police authorities, placing Home Office consultation with ACPO and the APA on a statutory footing and changing the requirements for street bail, ASBOs and citizen's arrest; and
- organising three regional events with chief constables and police authorities to discuss the Home Office's priorities for policing in coming years, the new PSAs and the links between policing and counter-terrorism.

In the course of 2008–09, we will:

- carry out public consultation on the Police and Criminal Evidence Act 1984 with measures to reduce bureaucracy, increase accountability and make better use of police resources;
- introduce pilots leading to expected roll-out on reducing bureaucracy for police stops and recording of crime incidents;

- continue to work closely with the CJS around charging, virtual courts, streamlined prosecution files and integrated prosecution teams (police and the Crown Prosecution Service (CPS));
- commence further Police and Justice Act 2006 provisions, which will increase penalties for computer misuse and grant powers for the forfeiture of computers containing indecent images and for attaching conditions to cautions;
- introduce regulations to ensure that the requirements of police authorities to develop and publish policing plans are consistent across the country;
- continue to make full use of new and existing technology to enable officers to focus on providing the most visible and accessible police presence in the community; and
- publish a Green Paper on Policing, drawing together the work we are doing across police reform, taking forward the recommendations in the Flanagan report and bringing forward proposals on enhancing local accountability of the police.



DELIVERY OF EFFICIENCY AND PRODUCTIVITY

The Efficiency and Productivity Strategy consists of a programme of projects that relate to operational and corporate services delivery and a set of projects whose aim is to act as enablers and levers for the service to make improvements in efficiency and productivity. Authorities and forces will be expected to deliver 9.3 per cent cumulative cashable increases in efficiency and productivity by the end of 2010–11.

Key elements of our strategy include:

- achieving significant cashable improvements in efficiency and productivity over 2008–11, contributing to the delivery of better policing outcomes, recycling resources to the front line and increasing citizen focus;
- supporting a culture of treating resource management as a core responsibility where good practice and learning are widely adopted across the service; and
- providing support and assistance to authorities and forces, particularly if it appears that insufficient progress is being made towards meeting their targets.

Actions during 2007–08 included:

- launching the National Workforce Modernisation Programme in July 2007, working with 13 police forces to test ways of working aimed at increasing their capacity and capability;
- Operation Quest, which puts power to overcome operational or performance challenges into the hands of front-line staff and backs this up by giving them the skills to deliver significant performance improvement through this direct engagement; and
- agreeing and publishing the *Police Efficiency and Productivity Strategy* in February 2008, building on the successful achievement of the Spending Review 2004 efficiency target.

In the course of 2008–09, we will:

- build on the publication of the strategy to continue direct engagement with the service in support of their efficiency and productivity planning, and supporting

- the dissemination of good practice taking place across the service;
- publish the first interim report of the National Workforce Modernisation Programme evaluation in the autumn; and
- roll out the third phase of Operation Quest.



DELIVERY OF PROTECTIVE SERVICES

As part of our drive to sharpen the focus on serious crime – particularly organised and violent crime – we will be developing protective services. Protective services are those services that deal with, among other areas, terrorism, serious crime and other major challenges to public safety. All police forces and authorities need to look beyond their boundaries to play their part in meeting new challenges and collaboration is becoming an ever more important part of the way policing is delivered.

Actions during 2007–08 included:

- establishing a programme of ‘demonstrator sites’, supported with Home Office funding, to develop and test new initiatives in improving protective service delivery through collaboration, with an evaluation programme to disseminate lessons learnt;
- the publication of the *Protective Services Threshold Standards* in October 2007 by ACPO. The NPIA is producing an Assisted Implementation Framework to guide forces and authorities on how to apply the standards to their particular circumstances; and
- ensuring that the work that police authorities did with forces to develop protective service improvement plans was embedded in the local policing plans prepared for 2008–09 onwards, which inform communities of police activity in protective services and collaboration.

In the course of 2008–09, we will:

- realise improvements in protective services through increased law enforcement collaboration;
- through HMIC, review the police force protective service improvement plans in spring 2008 and determine whether forces’ view of demand and planned response are appropriate to the identified risk. HMIC will also prepare a view of overall progress on whether this programme of work is succeeding in closing the protective service gap. It will report by the end of 2008; and
- continue multi-agency work, including the Home Office, ACPO, SOCA and police forces, to develop information and intelligence-sharing capabilities at regional and national levels to improve work to tackle serious and organised crime.

POLICE PERFORMANCE MANAGEMENT

The Home Office has continued to work with the Police Service to deliver continuously improving performance. The arrangements include the regular tripartite performance review for all police forces through the Police Performance Steering Group, and the co-ordination of Home Office support to local areas at Basic Command Unit level through the monthly Joint Performance Review. The PCSD has also continued to work voluntarily with forces identified as having performance challenges.

Key elements of our strategy include the following:

- Together with our key partners, including ACPO, APA, HMIC, CLG and the Audit Commission, we are developing a new assessment framework – APACS – which will deliver a simpler performance assessment framework for crime, drugs and policing.
- This single framework will help rationalise the central performance landscape in which local delivery bodies operate and better align work at both national and local level to improve performance in these important areas of community safety. This includes alignment with the new local government performance framework (including the National Indicator Set and LAAs).

Actions during 2007–08 included:

- conclusion of the support work with Northamptonshire, Humberside and Nottinghamshire, the final three forces where the Home Office was intensively involved in improving performance;
- working with forces on an informal basis, at the earliest point of potential performance concerns, providing challenge and support to improve performance;
- conducting diagnostic reviews of investigative effectiveness in volume crime in several forces;
- supporting the police and their partners in their efforts to reduce crime further;
- delivery of successful performance support packages in respect of citizen focus in four forces, all of which achieved rapid and significant performance improvement;
- the ongoing development of APACS, including publishing two stakeholder consultations (at both strategic and technical level) and running a series of regional stakeholder events;

- publication, with HMIC, of the latest annual performance assessments (*Police Performance Assessments 2006–07*). These showed that performance has improved, and forces are improving at what they do. Measures of crime, investigation, confidence and customer service show that improvements have been delivered; and
- publication of the updated guidance for forces on practical performance management – *Improving Performance: A Practical Guide to Police Performance Management*. This is designed to support forces in further developing performance management.

In the course of 2008–09, we will:

- publish the final PPAF assessments of police forces for 2007–08 (before APACS then commences);
- implement the new performance and assessment framework for police forces and continue monitoring police performance, providing challenge and support to areas where improvement is needed;
- introduce local operating reviews, which are thematic performance reviews, linking to the work of the PSAs;
- deliver further strategic development of APACS, in particular reflecting the strategic consultation exercise; and
- undertake developmental work on performance indicators for 2009–10 where gaps have been identified within the framework.

STRATEGIC OBJECTIVE IV:

Support the efficient and effective delivery of justice

The efficient, effective and fair delivery of justice, from the detection of crime to sentencing and rehabilitation, plays a crucial role in protecting the public.

FACTS AND FIGURES

- Provisional figures for the year to December 2007 show that 1,449,251 offences were brought to justice¹ in England and Wales, up 44.6 per cent since 2002.
- More offences are being brought to justice – the sanction detection rate was 26 per cent for 2006–07 compared with 24 per cent in 2005–06.
- Fifty-two per cent of people think police in their area do a good or excellent job, and 80 per cent of crime victims are satisfied with the service from the police.
- The chance of being a victim is at its lowest level since 1981.

The Government's vision looks towards a more efficient and effective CJS that engages the public, inspires confidence and puts the needs of the victim at its heart. This vision supports the wider drive to make communities safer by reducing crime and reoffending.

The Criminal Justice Strategic Plan (2008–11), published in November 2007, set out the key strategies for reforming the CJS. This sees a CJS that:

- is effective in bringing offences to justice;
- makes the public confident and engaged;
- has the needs of victims at its heart; and
- has simple, efficient processes.

A new criminal justice PSA24 was published in October as part of the 2007 Comprehensive Spending Review, with new targets for the CJS for 2008–11. The 'Justice for all' PSA supports the CJS Strategy, the Crime Strategy and the 'Make communities safer' PSA23 by focusing on increasing the effectiveness and efficiency of the CJS in bringing offences to justice, especially serious offences.

The Home Office shares responsibility for bringing criminals to justice with our national partners in the CJS, the Ministry of Justice and the Attorney General's Office. Partnership is also central to delivery at local level through Local Criminal Justice Boards (LCJBs) made up of local criminal justice delivery agencies working increasingly with CDRPs and other local partnerships.

PARTNERSHIP IN ACTION

Hounslow CDRP is working with the Office of the Regional Offender Manager for London. Their local delivery programme is aiming to reduce reoffending in London by improving the co-ordination of resettlement support to offenders on release from custody. The working relationships that have developed through the Her Majesty's Prison (HMP) Wormwood Scrubs and HMP Latchmere House projects between Hounslow CDRP and the prisons have resulted in better planned delivery of their services. The experience has demonstrated that there is much to be gained through strong links between PPO programmes, the Drug Interventions Programme, and wider work to reduce reoffending, to avoid duplication and maximise the added value of operational groups in terms of co-ordinating a response to individual offenders.

¹ The number of offences brought to justice for 2007 is unvalidated data from the courts and police; it is therefore provided as management information as it is likely to change. The final validated offences brought to justice data for 2007 will be published as a National Statistic by the Ministry of Justice in *Criminal Statistics in England and Wales 2007* during autumn 2008.

Good progress was made in 2007–08 in delivering our targets and other high-level objectives; a report on progress to date on Spending Review targets was included in the latest *Criminal Justice Strategic Plan*. Successful delivery depended on effective performance by LCJBs in bringing offences to justice and responding to the needs of their local communities.

BRINGING OFFENCES TO JUSTICE

Performance on bringing offences to justice continued to be ahead of the trajectory required and well above the target level.

Effectiveness in bringing offences to justice is fundamental in reducing crime and reoffending. Our strategy includes improving performance in tackling violent and sexual offences, ensuring effective enforcement and taking the profit out of crime.

The CJS is better able to reduce reoffending by taking a problem-solving approach, focusing on offence and offender, and working with a range of partners so that offenders are able to access the services needed to reform.

Actions during 2007–08 included:

- increased focus and better local performance data on serious offences including the investigation and prosecution of rape, and a cross-agency Rape Performance Group which now drives improvements in handling rape cases;
- promoting the consistent and effective use of out-of-court disposals, including production of a guide to the alternatives to prosecution. National roll-out of the Conditional Caution scheme was completed by the end of 2007–08;
- developing guidance on effective practice when dealing with offenders with mental health issues;
- targeted support from the Home Office and Office for Criminal Justice Reform to forces and LCJBs with the biggest performance challenges on detections and bringing offences to justice. This support has focused on delivering performance improvements through sustainable improvements in investigative effectiveness, prosecution and crime reduction;

- addressing the offending behaviour of those who pose the greatest threat by aligning work on the Drug Interventions Programme and PPO programme, and challenging local areas to improve their secure provision by ‘scheme appraisal and support visits’ in local areas; and
- improved compliance and enforcement processes, including tackling defendants failing to comply with bail, improving enforcement of warrants for failure to attend trial and seeking legislation to let defendants failing to appear at a magistrates’ court be tried in their absence.

In the course of 2008–09, we will:

- implement the new criminal justice PSA effectiveness and efficiency measure, including developing LCJB delivery strategies for supporting the Crime Strategy and reducing reoffending;
- undertake a thematic inspection of the PPO Criminal Justice Premium Service, led by HM Inspectorate of Probation, in support of improved delivery; and
- continue to focus on serious offences and persistent offenders, including young offenders.



THE PUBLIC CONFIDENT AND ENGAGED

Latest data indicate that:

- in the year to December 2007, 44 per cent of people were confident in the effectiveness of the CJS in bringing offenders to justice, which decreased compared with the previous 12 months;

- in the first three quarters of 2007–08, 27 per cent of people from black and minority ethnic groups felt they would be treated worse than people of other races by one or more of the CJS agencies – this has decreased since 2003;
- in the year to December 2007, 52 per cent of people thought police in their area did a good or excellent job; and
- 80 per cent of crime victims were satisfied with the service from the police.

To build public confidence, the CJS needs to inform, consult and involve local communities, and account to them on performance and how the CJS is responding to local concerns. To do this, delivery must be locally led and supported nationally. Key elements of our strategy include engaging communities, by consulting and taking action on their needs and priorities, engaging staff so that they are more informed, confident and willing to advocate for the system, and taking action to understand and address unfair race disproportionality.

Actions during 2007–08 included:

- developing a new PSA target measure for 2008–11 to increase public confidence in the fairness and effectiveness of the CJS and a new performance management framework;
- development of a Community Engagement Strategy, making a clear commitment to ensuring that criminal justice services are accessible and accountable to all sections of the community;
- ensuring alignment between performance management arrangements for police, LCJBs, the CPS, CDRPs and CSPs;
- completing the roll-out of neighbourhood policing teams to every area of England and Wales; and
- running the Justice Awards, which recognise people in the CJS who have made outstanding contributions to delivering justice, running over 100 public-facing events during Inside Justice Week to raise awareness of the CJS, and implementing a new feature of CJS Online which provides an interactive walk-through for jurors.

In the course of 2008–09, we will:

- implement the new confidence and race disproportionality PSA targets and performance management framework, which will include LCJBs developing strategies to improve effective community and staff engagement;
- extend community justice; and
- tackle race disproportionality by improving data use and reforming the way in which hate crimes are handled (Race for Justice).

VICTIM SUPPORT PLUS

An improved service for victims of crime began rolling out during the year, funded by an extra £5.6 million.

The improved services include:

- telephone contact within 48 hours of police referral to Victim Support (instead of a letter);
- tailored emotional support including access to counselling and specialist support services; and
- immediate help such as organising lock fitting, glaziers and alarm fitting.

Victim Support Plus was previously piloted in Salford, Nottingham and North Yorkshire and proved a success. Evaluation showed that more victims were contacted and supported more quickly, their practical needs were met and feedback from victims themselves was very positive.

THE NEEDS OF VICTIMS AT ITS HEART

BCS data to December 2007 show that victims and witnesses were satisfied with the handling of their cases by the CJS in 60 per cent of incidents.

A strong focus on supporting victims and witnesses, especially victims of serious crime, is essential to public confidence and supports the Government's wider harm reduction and public protection aims. Our strategy includes ensuring that there is practical and emotional help for victims tailored to their needs, including specialist support for vulnerable and intimidated victims, a voice to express the impact of the crime on their lives and compensation or reparation wherever possible.

Actions during 2007–08 included:

- taking forward Victims Advisory Panel recommendations, including improving collection of data about the experiences of victims of serious and sexual crime;
- improving services for victims, including Victim Support Plus, which provides faster, more consistent and practical services, better tailored to victims' needs, and the specialist support sector also benefited from the Victims Fund through £1.75 million for victims of sexual violence, homicide and hate crime;
- implementing a major reform programme at the Criminal Injuries Compensation Authority to speed up case processing and make service more customer focused;
- piloting the Victims' Advocates Scheme in five Crown Court centres to explore how the CJS can improve the support, information and voice available to relatives in murder and manslaughter cases;
- rolling out the Witness Charter to 10 Beacon LCJB areas, continuing across the rest of England and Wales from April 2008, subject to evaluation of police standards; and
- supporting witnesses including a scheme for providing intermediary support for vulnerable witnesses. The consultation paper *Improving the Criminal Trial Process for Young Witnesses* was published in June 2007.

In the course of 2008–09, we will:

- implement the new PSA target on victims and witness satisfaction;
- promote a greater focus on customer service in the Police Service, building on the Quality of Service Commitment by the introduction of a national and local policing pledge;
- publish a Policing Green Paper which will set out a number of further measures to help the police succeed; and
- further implement the Witness Charter and Victim Support Plus.

SIMPLE, EFFICIENT PROCESSES

Efficient services make best use of resources, expertise and technology. They free up police to tackle crime and criminal justice agencies to be more effective in

processing the more serious cases. Improved efficiency helps drive up public confidence and improves the experience of victims and witnesses as people see cases handled in a speedier and more streamlined way. Our strategy includes more effective use of IT, better focus on the end-to-end criminal justice process and a programme of change driven increasingly at local level.

Actions during 2007–08 included:

- improving the drive towards a more efficient system by changing the target framework to make a priority of reducing police bureaucracy;
- piloting and evaluating the Beacon Approach, working with 10 LCJBs to develop a new way of managing the criminal justice reform programme nationally and of delivering sustainable improvements locally;
- delivering business systems improving efficiency, including delivering CJS Exchange links between police, the CPS and court case management systems (covering a third of the CJS so far) and completing the Simple Speedy Summary Justice (CJSSS) initiative in the magistrates' courts that speeds up cases and reduces unnecessary hearings. PROGRESS, a tool to help manage case progression through the system, was piloted and work started on 'virtual courts' that use video links between the police and magistrates' courts for first hearings; and
- early evaluation of the streamlined process where a guilty plea is entered or likely showed time saving on prosecution files of up to one and a half hours per case.

In the course of 2008–09, we will:

- deliver major roll-outs of links and improved processes including the completion of CJS Exchange links, the Streamlined Process to simplify file-building and thus reduce police bureaucracy, PROGRESS and extending CJSSS to the Youth Court;
- pilot projects to maximise use of video links in the CJS, including virtual courts, and use postal methods to replace court processes; and
- increase use of integrated prosecution teams of crown prosecutors and police to reduce bureaucracy, improve communication and secure better and faster outcomes at court.

STRATEGIC OBJECTIVE V:

Protect the public from terrorism

INTRODUCTION

The UK faces a sustained threat from acts of terrorism. CONTEST, our long-term strategy for countering international terrorism, was published in July 2006 and we are currently refreshing it to build on our knowledge and experience. Our aim is to reduce the risk from international terrorism, so that people can go about their daily lives freely and with confidence. CONTEST is divided into four principal areas of work to enable us to combat the threat of international terrorism. We will achieve this by:

- **preventing** terrorism by tackling the radicalisation of individuals;
- **pursuing** terrorists and those who sponsor them;
- **protecting** the public, key national services and UK interests overseas; and
- **preparing** for the consequences of terrorist action.

The Home Secretary has lead responsibility for the strategy in relation to security threats in the UK, including their overseas dimension, and is supported in this by the new Office for Security and Counter-Terrorism (OSCT) which was established as a result of Machinery of Government changes in early 2007.

From 2008–09, for the first time, there will be a dedicated PSA on counter-terrorism. We will measure success against our overarching aim to reduce the risk to the UK and its interests overseas from international terrorism. The police's contribution to this PSA will be measured through the APACS performance framework. Where this is in partnership with local authorities, these measures are mirrored in the national indicators which may be selected by local authorities for inclusion in their LAAs.

Integral to the work of OSCT is our engagement with a wide range of partners. They include the Police Service, the Security Service, the Foreign and Commonwealth Office (FCO), CLG, the new UK Border Agency, the Ministry of Defence and HM Treasury. Additionally, we work in close co-operation with colleagues in the European Union, Commonwealth and NATO countries.

Together, we have had considerable success in disrupting terrorist activity and bringing violent extremists to justice. In 2007 alone, 37 individuals in 15 plots were convicted of terrorism-related offences with 21 pleading guilty.

The challenge for the future is to engage more deeply on ideas and values. With OSCT taking the lead for developing and co-ordinating the delivery of CONTEST, we seek to:

- undermine extremist ideology;
- support mainstream voices;
- disrupt those who promote violent extremism;
- strengthen vulnerable institutions;
- support individuals who are vulnerable to recruitment by violent extremists;
- increase the capacity of communities to engage with and resist violent extremists; and
- effectively address grievances.

We will work with CLG to build more resilient communities, and support local people and organisations who are willing to challenge extremist behaviour. In addition, the completion of the national coverage of neighbourhood policing teams provides new

opportunities to develop the successful work already carried out to support community cohesion through local policing.



PREVENT

Stopping people becoming or supporting violent extremists

We are working on this strand of our CONTEST strategy as a key priority, putting a new focus on preventing radicalisation and disrupting the recruitment activities of extremists. This work cannot be delivered by OSCT acting alone. Although the Home Secretary has the lead responsibility within government for the strategy, each workstream relies heavily on cross-departmental delivery and co-operation. This requires close counter-terrorism co-operation in the international setting with the European Union, G8, G6, Council of Europe and the United Nations. Most importantly, we are working with CLG to support communities here in the UK to identify and tackle radicalisation. Joint working in all aspects of Prevent is crucial to success.

Actions during 2007–08 included:

- agreeing a new CONTEST Prevent strategy across government, now underpinned by a comprehensive set of programmes and a delivery plan;
- establishing the Research, Information and Communications Unit (RICU), a unit managed trilaterally by the Home Office, CLG and the FCO, which works to counteract the messages put out by violent extremists and to strengthen the Government's communication with communities and organisations that are our key partners in tackling terrorism;
- establishing a multi-agency programme in prisons, piloting a range of projects to provide support and protection for individuals who are vulnerable to radicalisation and extremist recruitment;
- piloting a range of projects to provide targeted support for vulnerable individuals in communities, in prisons and on release;
- developing a close dialogue with CLG on work with communities and local government in the UK, and with the FCO on work overseas;
- publishing revised guidance for higher education institutions and consulting on an action plan for further education institutions to help them tackle violent extremism and increase community cohesion, and publishing a web-based pathfinder toolkit for universities; and
- piloting a Prevent police strategy (see case study below).

In the course of 2008–09, we will:

- agree and implement the Prevent delivery plan locally, nationally and internationally;
- build upon all the developing programmes above, and in co-operation with other government departments; and
- work with ACPO to implement the Prevent policing strategy.

PREVENTING EXTREMISM

The Home Office has sponsored a pilot programme led by the police in the community aimed at supporting those who are at risk of becoming violent extremists. This is a multi-agency partnership project which brings together the police, local authorities, community organisations and statutory partners, and is aimed at identifying individuals, assessing their risk and deploying a range of interventions to reduce and manage that risk. The pilot sites have seen good progress and the programme is soon to undergo a full assessment. Interventions are designed to address an individual's needs and may include one-to-one mentoring. The project is an excellent example of government, law enforcement and the community working together to identify where people are at risk, and to intervene before people become committed to violent extremism.

PURSUE

Pursuing terrorists and disrupting the immediate threats we face

We are working to make the UK as hostile an environment as possible for terrorists and thereby reduce the threat they pose to the UK, its interests and its allies. Wherever possible, we prefer to prosecute terrorist suspects; we also consider other options, including deportation and control orders.

FACTS AND FIGURES

- Thirty-seven individuals were convicted on terrorist offences in 15 separate trials in 2007, 21 of whom pleaded guilty.
- We deported two individuals to Algeria on the basis of an agreement with Algeria.
- We were successful before the Special Immigration Appeals Commission (SIAC) in six cases where the individuals appealed against their deportation.
- As of December 2007, there were 14 control orders in force, imposing obligations on individuals, and tailored to address the risk those individuals pose to the public.

Actions during 2007–08 included:

- introducing the Counter-Terrorism Bill, following an extensive five-month consultation with key stakeholders;
- working with governments in North Africa and the Middle East, agreeing arrangements to deport foreign nationals who pose a threat to our national security to their country of origin; and
- arguing the case for control orders before the House of Lords. The judgments broadly upheld the control order regime, enabling continued public protection.

In the course of 2008–09, we will:

- deliver the passage of the Counter-Terrorism Bill through Parliament to ensure that our legal framework addresses the constantly changing threat posed to the UK by terrorism. In the Bill, we propose to:
 - in unique circumstances, extend detention to ensure full investigation of terror threats;
 - enable post-charge questioning of terrorist suspects;
 - strengthen monitoring of convicted terrorists; and
 - enable full use to be made of DNA obtained in investigations connected to terrorism;
- lead work to deliver a Bill to amend the Regulation of Investigatory Powers Act 2000, to update the investigatory powers needed to support our counter-terrorist efforts while, at the same time, providing safeguards that protect the rights of ordinary citizens; and
- complete a review of guidance on stop and search powers, in conjunction with the police and other key stakeholders.

COUNTER-TERRORISM POLICING

We have provided the Police Service with record levels of funding to enhance its capability to counter terrorism. In 2007–08, the police received £472 million in specifically targeted grants. During the forthcoming Comprehensive Spending Review period, an additional £240 million will be made available.

In April 2007, three new regional Counter-Terrorism Units (CTUs) were established in the West Midlands, Greater Manchester and West Yorkshire. Together with the five Counter-Terrorism Intelligence Units (CTIUs), these will reach full capacity by the end of this year. CTUs and CTIUs have enhanced our ability to combat terrorism nationally. The Home Secretary confirmed in March 2008 that we will establish a fourth CTU and the planning process for that unit has started.

INTERCEPTION MODERNISATION PROGRAMME

Our ability to intercept communications and obtain communications data lawfully is critical to combating the threat posed by terrorism and tackling serious crime. How we are communicating with one another is changing rapidly in the modern world. Today we see a far greater reliance on internet-based forms of communication, such as e-mail and social networking sites. A cross-government programme led by the Home Office has therefore been set up to maintain our capability to intercept communications data during this time of great technological change. The Interception Modernisation Programme will ensure that our national interests will continue to be protected as technology develops.

PROTECT

Protecting the public, our infrastructure and our borders

In this strand of the CONTEST strategy, we aim to strengthen our overall protection from terrorist attack, and reduce the vulnerability to terrorism of UK citizens and infrastructure using a risk-based approach.

In a series of joint initiatives, we are integrating counter-terrorism planning in border security programmes such as e-Borders and the new UK Border Agency; working closely with ACPO to ensure that police working at air and sea ports have the powers and resources to deal with terrorists seeking to cross our borders; increasing levels of protective security in crowded places, transport infrastructure and critical national infrastructure; and maintaining effective and efficient protective security for public figures in the UK.

Actions during 2007–08 included:

- reviewing, under the supervision of Lord West, what further measures were necessary to reduce the vulnerabilities from terrorism of crowded places, the transport sector, the critical national infrastructure and hazardous substances, in both the short and longer term;
- developing proposals for airport policing and security in conjunction with the Department for Transport and other stakeholders;
- reviewing and clarifying the police use of powers under the Terrorism Act 2000 (Schedule 7) to stop, question and detain persons at ports suspected to be concerned with terrorist acts;
- setting in place international passenger data-acquisition and data-sharing powers for the police;
- applying the criminal offence of trespass on a protected site to 16 royal, government and parliamentary sites. This provides both a deterrent to intrusions on those sites and provides the police with a specific power of arrest in such circumstances;
- negotiating with EU member states on a European Programme for Critical Infrastructure Protection; and
- supporting the roll-out of Project ARGUS by the National Counter-Terrorism Security Office (NaCTSO) and local police Counter-Terrorism Security Advisers (CTSAs): a training exercise aimed at encouraging businesses to take action to prevent or mitigate the impact of a terrorist attack and, if an attack should take place, to recover from it. Since January 2007, 250 exercises have taken place.

In the course of 2008–09, we will:

- continue work to implement the recommendations made by Lord West in respect of the protection of crowded public places, our transport infrastructure and the critical national infrastructure, and to better protect against the use of hazardous substances for terrorist purposes;
- improve the security of our borders by establishing clear working arrangements on policing and counter-terrorism with the UK Border Agency;
- increase counter-terrorism awareness training to borders staff working at the front line and elsewhere;
- with the Department for Transport, industry and the police, finalise clearer arrangements for the security and resourcing of UK airports;
- further develop Project ARGUS so that it is available as a training aid to raise awareness of counter-terrorism protective security measures among architects, designers and planners; and
- deliver a new national framework for partnership, working at local level to improve the protection of crowded places from terrorist attack, based on risk assessments carried out locally by police CTAs.

REDUCING THE VULNERABILITY OF CROWDED PLACES

The Home Office has developed a new strategic framework to reduce the vulnerability of crowded places to terrorist attack. An increase of £1.6 million in funding is enabling the police NaCTSO and local police CTAs to deliver protective security advice to businesses and other organisations at national and local level. We are also working with professional bodies such as the Royal Institute of British Architects and the Royal Town Planning Institute to raise the profile of counter-terrorism issues among architects and planners. One example of what such advice can achieve is a leading Premiership football stadium which has included a range of measures, such as road layout and other design features, which would significantly reduce the impact of a vehicle bomb attack.

PREPARE

Preparing for any incident that may occur

This workstream is intended to ensure that, in the event of a successful terrorist attack, the country is prepared to respond rapidly and effectively. This demands thorough contingency planning for both the immediate crisis phase of any attack and the longer-term recovery and restoration of any incident site.

Actions during 2007–08 included:

- delivering a programme of large-scale, real-time, multi-agency exercises, designed to test and improve our ability to respond to a range of scenarios; and
- continuing to progress the cross-departmental Chemical/Biological/Radiological/Nuclear (CBRN) Resilience Programme.



In the course of 2008–09, we will:

- revise guidance on Military Assistance to the Civil Power (MACP); and
- continue to build capability and capacity to deal with potential CBRN attacks on the UK as part of the CBRN resilience programme and in line with the recommendations made by Lord West in respect of better protection against the use of hazardous substances for terrorist purposes.

COUNTER-TERRORISM SCIENCE AND INNOVATION

The OSCT Science and Innovation Unit leads a cross-government programme to ensure that science and technology are developed strategically to support the delivery of the CONTEST strategy.

Actions during 2007–08 included:

- publishing the first cross-government Security and Counter-Terrorism Science and Innovation Strategy, and identifying cross-government counter-terrorism science and innovation research priorities;
- strengthening relationships with international partners, industry and academia;

- developing technology and guidance on the detection and decontamination of CBRN materials;
- producing evidence on the effectiveness of potential actions to prevent radicalisation, to inform policy development; and
- working with partners to ensure that a coherent approach to explosives research is taken across government.

In the course of 2008–09, we will:

- prioritise and commission cross-government counter-terrorism research for 2009–10, including a new programme of social research;
- continue to ensure that we exploit the scientific research;
- further develop collaborative working with industry and academia; and
- continue the roll-out of routine screening arrangements of all traffic entering the UK, to prevent the movement of illicit radioactive material.

Science and innovation

The in-house-designed and developed mobile radiation detection capability completed its national roll-out to HM Revenue and Customs ahead of target and under budget. We continue to develop a sophisticated fixed pedestrian and freight solution for ports and airports, which is scheduled for completion in late 2009. In the meantime, these vehicles provide a risk-based, intelligence-led and highly flexible capability. They are currently used at key and high-risk locations ahead of the fixed equipment roll-out. As roll-out progresses, they will increasingly focus on remote small ports, wharves, airports and airfields.

STRATEGIC OBJECTIVE VI:

Secure our border and control migration for the benefit of our country

OVERVIEW AND STRATEGY

The Border and Immigration Agency (BIA) has been responsible for protecting the UK's borders, deciding who should be admitted to the UK to visit, work or study, and for deciding eligibility for citizenship. The first objective of this work is to protect the public, but we also need to ensure that we attract those with the right skills to the UK since this plays a major part in the Government's efforts to boost the UK economy.

We have already made huge reforms to our immigration system, but are very aware that the British public wants us to do more. Greater accountability has been achieved by regionalising the operations, with six Regional Directors taking the lead in casework operations and working closely with local stakeholders to meet the needs of their regions.

We will continue to reshape our operating model through regionalisation and will support this with the work of the Migration Advisory Committee, Migration Impacts Forum and the independent Inspectorate. A Chief Inspector has been appointed and the independent Inspectorate has been in place from April 2008. This will strengthen the critical challenge we receive and ensure greater and more transparent accountability.

We have streamlined the way we manage asylum casework, are putting in a range of improvements to strengthen migration control within the UK and have exceeded the set target to deport 4,000 foreign national prisoners. Nevertheless, the scale of the migration challenge and the need fully to restore public confidence means that we must build on these achievements and deliver the biggest shake-up to our border protection and immigration system for 45 years.

FACTS AND FIGURES

- In the year to April 2007, our global UKvisas network handled over 2.7 million visa applications; over half a million of these were turned down because they failed our checks. UKvisas now collects the fingerprints of all visa applicants covering 124 countries. Global roll-out has been achieved ahead of schedule and under budget. So far, we have enrolled 1.1 million people.
- IRIS, an automated immigration clearance system based on iris recognition, has been rolled out at nine major ports. IRIS is a quick and secure way for trusted travellers to clear UK immigration control. More than 180,000 passengers have enrolled on IRIS to date.
- Semaphore, the operational prototype for e-Borders, has generated over 20,000 alerts which have led to over 1,700 arrests for crimes.
- Since the 1960s, migration has doubled and volumes of trade have been growing consistently at 6 to 7 per cent annually over the past 30 years. The UK is the world's eighth-largest exporter of goods (£191 billion in 2004) and second-largest exporter of services (£96 billion in 2004), and exports are equivalent to around one-quarter of gross domestic product.
- People from overseas are spending over £16 billion per annum in the UK. The tourism industry alone employs 1.4 million people.
- Foreign students contribute an estimated £8.5 billion annually to the UK economy.
- Asylum applications are at their lowest since 1993.

THE CREATION OF THE NEW UK BORDER AGENCY

Last November, the Prime Minister set out proposals to establish a unified border force by integrating the work of Customs, the BIA and UKvisas, overseas and at the main points of entry to the UK.

From April 2008, UKvisas, HM Revenue and Customs (HMRC) staff at the border and the BIA join to become the UK Border Agency (UKBA).

The UKBA will work across government, including with the FCO overseas network, to meet the Government's migration and border objectives. The Agency has been structured to further strengthen our protection against crime and terrorism while encouraging the flows of people and trade on which our future as a global hub depends.

The UKBA will work closely with the police to protect the country from illegal immigration, organised crime and terrorism. To strengthen effective police co-ordination at a strategic level, Chief Constable Roger Baker of Essex Police has joined the Agency's Board. Mike Eland, a Commissioner of HMRC, has also been appointed to the Board and there will be a representative of the FCO. These appointments will help to ensure that the UKBA works effectively in sharing intelligence, skills and powers to the benefit of the public.

The Agency builds on action the Government is already taking to protect our borders and strengthen our immigration arrangements, including:

- the launch of the Points Based System for managing migration;
- the global roll-out of fingerprint visas;
- the record number of foreign criminals deported in 2007;
- the negotiation of agreements with priority countries for the return of immigration offenders;
- the implementation of anti-fraud measures to address alcohol and tobacco smuggling; and
- action to tackle drug trafficking.

We will also be responsible for delivering wider departmental or cross-governmental objectives for border enforcement, in particular those set by HM Treasury and HMRC and the UK National Security

Strategy. Indeed, the UKBA has responsibility for delivering one of the Government's key 30 PSAs and we will also contribute to delivery of many of the other cross-government PSAs.

The UKBA will integrate the work of the BIA, UKvisas and the physical frontier control responsibilities of HMRC around three strategic objectives:

1. We will protect our border and our national interests.
2. We will tackle border tax fraud, smuggling and immigration crime.
3. We will implement fast and fair decisions.

Strategic objective 1. We will protect our border and our national interests

We will protect our border and our national interests by:

- guarding routes to the UK with early action overseas;
- detecting and stopping risks and threats to the UK at our border;
- speeding the passage of legitimate goods and authorised people; and
- counting people in and out of the UK so we can take action against those who overstay.



We have over 13,000 staff applying controls at points of entry and exit on people and goods, into and out of the UK, as well as working throughout the world. At the

heart of our business is our work to register and check identities, check the admissibility of goods and gather data, information and intelligence, anywhere in the world, and to intervene to keep the UK safe.

We are working closely with other agencies and foreign governments to ensure strong and continued development of our border controls. For many people travelling to the UK, their journey began with a visit to a UKvisas office overseas to obtain the necessary permission to travel to the UK – an entry clearance (or visa). UKvisas is the overseas arm of the border control programme – working closely with the FCO and our commercial partners, using their networks of overseas missions and offices as an operating platform. Eurostar passengers now pass through UK Immigration Control before they embark for this country, and this has had a significant positive effect on the arrival of passengers who do not have the correct documents.

Actions during 2007–08 included:

- stopping at least 85 per cent of all detected illegal migrants before they reached our shores through our documentation checks and juxtaposed controls;
- introducing a visa waiver test to target non-European Economic Area (EEA) countries;
- fully implementing our biometric visa programme. We now collect biometric visa data from all visa applicants, irrespective of nationality and where in the world they apply;
- introducing uniforms for the border service at all major ports;
- screening of pre-arrival/departure data covering 30 million passenger movements over 90 routes; and
- introducing intelligence-led exit controls at Heathrow, Gatwick and other ports.

In the course of 2008–09, we will:

- introduce a single border force with new powers for front-line staff;
- expand our visa regime;
- begin counting foreign nationals into and out of the country; and

- introduce compulsory watch-list checks for passengers on high-risk journeys before they land.

Strategic objective 2: We will tackle border tax fraud, smuggling and immigration crime

We will tackle border tax fraud, smuggling and immigration crime by:

- holding those who break our laws to account for their actions, targeting facilitators, businesses, colleges and organisations;
- creating and managing immigration and customs anti-smuggling crime partnerships in the UK and overseas;
- detecting, detaining and removing those who have no right to be here, or who pose a threat to the UK, targeting the most harmful first;
- transforming collection, dissemination and use of intelligence globally and locally;
- issuing identity cards to foreign nationals and helping deny the privileges of Britain to those who break the rules; and
- transforming our enforcement capability.





We seek to prevent risks to our border security by aggressively tackling those who break or seek to break our laws. We set clear priorities based on risk to our country.

Our priority is to take enforcement action against those people that cause the most harm as part of a wider cross-government strategy that will expand our work in enforcing the immigration laws and encourage and ensure compliance with them. In order to do so, we are working to widen the gap between the experience of legal and illegal migrants – making it easier for legal migrants to come to this country and make a positive contribution, while making it much harder for those people who are here illegally through shutting down fraudulent access to benefits and services, tackling illegal working, and removing more of the people who are not entitled to be here. Prioritising those who are believed to be causing the most harm allows the Government to target responses and resources to help restore public confidence in the immigration system. We are increasing the budget for immigration policing and are committed to removing the most dangerous people first. We will remove those who have broken our laws and immigration rules. On average, we remove one immigration offender every eight minutes.

² Provisional figure.

³ Based on provisional figures.

We target businesses and traffickers who exploit illegal working. We are working closely with the Gangmasters Licensing Authority to tackle gangmasters who exploit illegal migrant workers.

Actions during 2007–08 included:

- removing over 4,200 foreign national prisoners from the UK in 2007, exceeding the Prime Minister's target;
- carrying out 7,119² illegal working operations (32 per cent more than in 2006–07), with 5,589 suspected immigration offenders arrested as a result;
- exceeding our target to remove 1,400³ non-asylum (in country) immigration offenders per month; and
- developing a partnership with the police, protecting the country from illegal immigration, organised crime and terrorism.

OPERATION GREENSEA

In the London and South East region alone, the BIA carries out around 50 operations every week to arrest and remove illegal entrants. Operation Greensea carried out on 31 January 2008 is an example of the Agency's painstaking work with the police to catch the criminals making money from smuggling illegal immigrants into this country.

The police-led operation was part of a wider-scale operation against a well-organised and extensive network of facilitators who are exploiting vulnerable individuals seeking to enter the UK illegally.

The raids took place in London and at an address in Worcestershire. The Serious Crime Directorate of the Metropolitan Police arrested and charged 13 people with facilitation offences and two with conspiracy.

In the course of 2008–09, we will:

- activate powers to deport foreign national prisoners automatically (those sentenced to more than 12 months or who have received a custodial sentence for drug or gun crime);
- expand our detention capacity;
- deport more foreign national prisoners in 2008 than 2007;
- introduce on-the-spot fines for employers who do not make right-to-work employment checks; and
- introduce a new framework for inter-agency co-operation at the border which will give the opportunity for greater progress than either further structural change within the Police Service, or between the police and the UKBA.

Strategic objective 3. We will implement fast and fair decisions

We will implement fast and fair decisions by:

- welcoming people and trade that benefit our country;
- implementing fast and fair decisions that are right for the UK;
- helping refugees and newcomers who have earned the right to stay and make the UK their home; and
- developing and managing international alliances to support delivery of our business.

We have the highest ratio of inward and outward investment to gross domestic product of any leading economy. It is vital for the UK economy that trade volumes continue to grow and that the UK remains a competitive place for international trade to do business. We are working to ensure that our country can connect with the right skills we need to grow richer, and that we continue to attract those with the skills, talent and commercial interchange on which our future prosperity will significantly depend. We are introducing new rules to help employers and universities bring in the brightest and best, who can make a significant contribution to Britain while facilitating the travel of those who can bring benefit to the UK.

Only those who demonstrate a commitment to Britain can stay in the country. All migrants who want to settle here need to pass a test of English language and knowledge of the British way of life. Under the Government's earned citizenship proposals, full access to benefits will be withheld until a migrant has earned the right to live here and become a British citizen or been granted permanent residence.

Actions during 2007–08 included:

- making over 1.1 million immigration decisions from April 2007 to the end of January 2008 across all work areas, with improved standards and quality;
- processing an estimated 2.7 million visa applications overseas;
- issuing 135,000 work permits, of which 38 per cent were for the health, medicine and IT sectors;
- introducing the initial phase of a new Points Based System for controlling migration;
- setting up the Migration Advisory Committee and the Migration Impacts Forum which will advise on skill shortages and the impact of migration on public services;
- meeting the target for concluding 40 per cent of new asylum cases within six months;
- substantially reducing asylum support costs;
- establishing fast-track new asylum teams in all regions of the country which, together with the detained fast-track teams, have handled all new claims since 2007; and
- clearing over 52,000 asylum backlog cases to March 2008 and reorganising our regional casework teams to ensure that all cases have specific case owners to manage cases through to completion.

In the course of 2008–09, we will:

- begin to issue compulsory identity cards (Biometric Residence Permits) for those foreign nationals who want to stay in the UK; and
- make and enforce 60 per cent of asylum decisions within six months, with alternatives to detention for children.

STRATEGIC OBJECTIVE VII:

Safeguard identity and the privileges of citizenship

OVERVIEW AND STRATEGY

The Identity and Passport Service (IPS) is an executive agency of the Home Office and was formed on 1 April 2006 with the merging of the UK Passport Service and the Home Office Identity Cards Programme. Its mission is to safeguard identity, which is delivered within the objectives of delivering excellent customer service in passport production, providing a highly secure document, and developing the National Identity Scheme (NIS) for delivering identity cards for UK citizens.

The National Identity Scheme Delivery Plan 2008, published on 6 March, sets out the case for the importance of identity cards for national security and identifies how their introduction from next year can increase public protection in sensitive areas of our society. This builds upon the introduction in 2008 of compulsory identity cards for foreign nationals working and studying in the UK. Important dates in the delivery of the scheme are:

- from 2008, issuing the first identity cards in the form of biometric immigration documents to foreign (non-EEA) nationals;
- from the second half of 2009, issuing identity cards to British and foreign nationals (including EEA citizens) working in sensitive roles or locations, starting with airport workers;
- from 2010, issuing identity cards on a voluntary basis to young people to assist them in proving their identity; and
- from 2011–12, starting to enrol British citizens in high volumes, offering a choice of receiving a separate identity card, passport or both.

The design of the scheme will balance customer service, privacy, security and usability while recognising the need to respond to public concerns about data security. We will do this through personnel security to prevent fraud, physical security of the systems, legislative protection and technical security to prevent hacking. The scheme will be delivered collaboratively by a wide range of other government departments, including the FCO, the UKBA and the Department for Work and Pensions, working closely with private sector partners, all overseen by the work of the National Identity Scheme Commissioner.

The success of the scheme will be clear when people are confident that they are in control of their personal information, that they are being protected from misuse of identity for fraud or other criminality and that their lives are made easier. We want to involve as many people as possible in consultation on the scheme and the ways in which people can make their views known are contained within the Delivery Plan.



Actions during 2007–08 included:

- processing 5.9 million passport applications within our customer service targets;
- introducing a high street network of interview offices and conducting interviews for first-time adult customers;
- engaging the market for suppliers to deliver the NIS;
- strengthening our fraud intelligence and fraud deterrence activity;
- extending the passport validation service to private and public sector customers; and
- announcing the merger with the General Register Office (GRO) effective from 1 April 2008 and working on a smooth integration plan.

ORGANISATION

IPS is funded through passport fees for delivery of passport services and Home Office funding for the set-up of the NIS. In 2007–08, the combined cost of these services was £429 million.

IPS employs around 3,500 staff with over 2,800 of them directly employed on service delivery activity within the seven regional passport production offices and the 68 high street interview offices.

IPS has several private sector delivery partners including Siemens IT Solutions which provide data capture and verification services, 3M SP&SL which print and personalise the biometric passports and Secure Mail Services which deliver the passports securely to customers. Applicants can apply through the post, make an appointment in person through our 24/7 call centre for a faster service or apply at Post Office counters using the Check and Send service.

The NIS is a major undertaking which will deliver universal and simple proof of identity for those who are legally entitled to live and work in the UK. It will provide a comprehensive and secure way of recording personal identity information, storing it and making it possible for people to use it to prove their identity. The scheme will be available for all those over 16 years old who legally reside or work in the UK. Specifically, it includes

biometric visas and biometric immigration documents for foreign nationals, enhanced passports (for all ages), and identity cards for British citizens. A twin-track approach to delivery will be taken, starting with those who are employed in sensitive roles or locations. Identity cards will begin to be issued to those customers where there is the greatest personal benefit to them in their daily lives from having or using an identity card.

The NIS will be looking to build upon the solid IPS customer service foundation to provide passport, identity card and identity services in the future. Procurement is well under way to appoint key scheme delivery suppliers and will conclude over the course of 2008. Existing infrastructure and services will be used and developed as far as possible to deliver this objective in the most cost-effective and efficient way. The NIS will also build upon the existing integrity of the British passport to counter increasingly sophisticated fraudulent activity by exploring the next generation of biometric inclusion in the passport to continue to match the best international standards of passport production.

IPS has achieved all of its customer service targets during 2007–08; specific highlights include:

- 5.9 million passport applications processed;
- 99.99 per cent of straightforward, properly completed applications processed within 10 working days;
- 100 per cent of first-time adult applicants called to interview processed within 15 days;
- 99.92 per cent of fast-track (one week) and premium (same day) applications processed within target;
- 98.95 per cent of applicants at counters seen within 20 minutes of their appointment time;
- 99.98 per cent of general correspondence responded to within 10 days;
- 96.75 per cent customer satisfaction rating;
- all services and activities delivered within budget; and
- 98 per cent of suppliers paid within 30 days.

In the course of 2008–09, we will:

- continue to deliver customer service excellence in processing 5.6 million passport applications;
- continue to develop and enhance our strategy for combating passport fraud;
- continue to grow the passport validation service as a forerunner for identity services;
- integrate GRO into IPS;
- secure the delivery framework and appoint delivery suppliers for the NIS;
- lead work with other public sector partners to improve identity management across government; and
- deliver against our value-for-money and efficiency plans to ensure that we continue to strike the right balance between delivering a high-quality service to our customers and protecting the public through anti-fraud initiatives in an as cost-effective and efficient way as possible.



Case study – Interview Office Network (ION) introduction

In 2007–08, IPS established a high street network of 68 offices throughout the UK to undertake face-to-face interviews of first-time adult passport applicants. During the set-up year, around 80,000 interviews were conducted. In 2008–09, this is anticipated to be around 450,000. The network employs some 400 staff and the interviews are conducted using information from the application form supported by other biographical data supplied by Equifax. Interviews allow IPS to establish that the applicant is indeed who they state they are. This is a major anti-fraud initiative to tackle by far the greatest sector of fraudulent passport activity whereby fraudulent applicants, often not in the UK, were using third-party facilitators to apply for UK passports. The ION effectively shuts down this opportunity for fraudulent activity.

THE PRIVILEGES OF CITIZENSHIP

For newcomers to Britain, attaining British citizenship and the privileges that accompany it – such as full voting rights, the ability to obtain a British passport and eligibility for consular services abroad – is, for many, the completion of a journey. Once citizenship is obtained, a person ceases to be a migrant and can become fully integrated into our society.

In February, the Home Secretary published a Green Paper, *The Path to Citizenship*, setting out the next key steps in reforming the immigration system. This followed a series of listening events with the public where there was a clear desire for a simpler set of rules governing the way newcomers become citizens and the responsibilities that go along with it.

The Green Paper proposes:

- a clear system to determine progress on the journey to citizenship;
- a clear set of incentives for migrants to progress to citizenship;
- a clear undertaking that citizenship should be earned;
- a clear expression of British values in the immigration system;
- a clear position that full access to all benefits and services should be available only once migrants become British citizens or permanent residents; and
- the creation of a fund to help manage the transitional impact of migration.

The new UKBA will be taking forward this work.



Chapter 3

ORGANISING AND SUPPORTING DELIVERY



CHAPTER 3

Organising and supporting delivery

STRUCTURE AND REFORM

Our purpose

The Home Office's purpose is 'working together to protect the public'. With our partners, we tackle some of the most difficult problems in modern society while striking an appropriate balance between maintaining public safety and guarding individual freedoms.

During 2006–07 we focused on six key objectives:

- protecting the nation from terrorist attack;
- cutting crime, especially violent and drug-related crime;
- enabling people to feel safer in their homes and daily lives, particularly through more visible, responsive and accountable policing;
- rebalancing the CJS in favour of the law-abiding majority and the victim;
- managing offenders to protect the public and reduce reoffending; and
- securing our borders, preventing abuse of our immigration laws and managing migration to boost the UK.

Our new strategic objectives were published in February 2008. These were to work with our partners and the public at local, national and international level to:

- help people feel secure in their homes and local communities;
- cut crime, especially violent, drug and alcohol-related crime;
- lead visible, responsive and accountable policing;
- protect the public from terrorism;

- secure our borders and control migration for the benefit of our country;
- safeguard people's identity and the privileges of citizenship; and
- support the efficient and effective delivery of justice.

From May 2007, the Ministry of Justice took responsibility from the Home Office for criminal law and sentencing, reducing reoffending, and prisons and probation. The Office for Criminal Justice Reform now operates from the Ministry of Justice, but retains its previous responsibilities and continues to report to the Home Secretary, the Secretary of State for Justice and the Attorney General.

MINISTERS AND OFFICIALS

The Home Secretary, Jacqui Smith, and five Ministers head the Department. They set the overall strategies and policies for the Home Office and establish clear targets against which our performance is measured. Ministerial responsibilities are set out in the organisational chart on page 7.

The most senior managers in the Department – those with responsibility for the delivery of both our objectives and our corporate functions – form the Home Office Board, which is chaired by the Permanent Secretary, Sir David Normington.

REFORM

We are committed to creating a Home Office that is trusted to protect the public and where people are proud to work. We set out our plans for reforming the Home Office in July 2006, and have since then made substantial progress in tackling the weaknesses and failings for which we were criticised publicly.

We have met all of the published milestones and commitments set out in our 2006 reform plan and are on track for all but one of our April 2008 commitments. External assessments carried out by the Cabinet Office Capability Reviews Team confirmed our good progress against our four reform priorities.

- **Organised for effective front-line delivery and high performance.** We have focused our organisation and new performance system relentlessly on effective front-line delivery. We are on track to meet almost all of our Public Service Agreement (PSA) targets for 2008. We have made major changes to neighbourhood policing and to our border and visa operations, and have introduced interviews for first-time passport applicants. In parallel, we have re-shaped our headquarters and reduced its size by over 25 per cent.
- **Resources matched to priorities.** We have taken tough action to match resources to priorities. We have stopped commitments we could not afford and have brought the 2006–07 budget in on target despite needing to find extra money for prison places. Our 2006–07 accounts were unqualified – a major transformation from previous years. We have exceeded our three-year efficiency target, achieving over £2.5 billion of efficiency savings since 2004.
- **Systems that work and make delivery easier.** We have substantially improved our systems and processes, making changes to data quality, business planning, risk management, pay and financial management.
- **People at all levels are skilled, involved, take responsibility and are determined to make a difference.** In developing our people, we have given priority to creating a more effective senior leadership team and improving management skills at all levels. We have changed a significant number of our senior managers, bringing in new experience and expertise from a wide variety of backgrounds. An intensive leadership programme is under way, focusing on people and performance management. We have increased our skills investment across the organisation – particularly in people, project and financial management. We have put a greater emphasis in all

of our work on improved communication within the Department and with our partners.

HUMAN RESOURCES

The Home Office is a complex group of businesses responsible for leading the national effort to protect the public from terrorism, crime and anti-social behaviour. In 2007 the Home Office took on a stronger role in tackling the threat of terrorism, alongside its existing responsibilities for the Police Service, crime reduction, immigration and asylum, and identity and passports.

The Home Office also supports the Home Secretary in overseeing the work of a number of non-departmental public bodies including the National Policing Improvement Agency and the Serious Organised Crime Agency, and the Police Service in England and Wales.

Delivering our aims and objectives requires effective systems for planning, resource allocation, performance management, personnel management and communication – along with the provision of suitable accommodation and IT.

DELIVERING THROUGH PEOPLE

We recognise that our success as a department is entirely dependent on the quality and contribution of our people. The more effectively we manage our people, the better we will deliver for the public.

Actions during 2007–08 included:

- meeting fully the new higher Investors in People standard in the Home Office headquarters, meaning that we have been awarded the full Investors in People accreditation for the next three years;
- delivering the first major milestone of the Shared Business Services programme – the opening of a Shared Service Centre for Home Office headquarters and Border and Immigration Agency (BIA) staff;
- making a number of staff changes at Board and director level, including appointing a new Director General for the Office for Security and Counter-Terrorism;
- introducing skills development workshops to enable staff at Grade 6 and Grade 7 to identify the skills

required for preparation for the Senior Civil Service (SCS), and for staff below Grade 7 to map their current skills against the Professional Skills for Government (PSG) framework – to identify development areas appropriate to their grade;

- introducing a new recruitment and promotion procedure, establishing assessment centres to assess core PSG skills at HEO level and Grade 7; and
- continuing to reduce headquarters posts (we met the revised Gershon Review headcount reduction target of 2,327 posts cut by the end of March 2008; 2,429 reductions were made).

In the course of 2008–09, we will:

- ensure value for money in learning and development solutions through the use of learning and development frameworks and joint initiatives across the Home Office group and wider government community;
- use the launch of the Home Office People Strategy to focus our work around the people issues that we need to address to drive the delivery of our corporate agenda;
- establish management information systems that capture skills data to support performance management and recruitment processes;
- manage HR, finance and procurement services from a single location through the Shared Service Centre. Many of these services will be available to staff online, meaning that they will be faster and easier;
- implement a range of measures to tighten security in Home Office headquarters and across our estates; and
- put in place effective staff resource planning from April 2008 to manage departmental headcount.

STAFF HEALTH AND WELFARE

The Department is committed to promoting the well-being of our staff, and the past year has seen a continued focus on transforming our occupational health and safety services to best meet the needs of the business and our staff. A new health and safety policy was introduced in September 2007, in accordance with best practice principles. We also developed a Home Office-wide policy for tackling and reducing the incidence of work-related stress. Our priorities for the coming year include embedding these policies in day-to-day business by raising awareness of stress management standards across the business, and providing corporate assurance across the Department through high-level health and safety audits to recognised international standards.

We are also introducing an externally provided employee assistance programme that will provide expert well-being advice and, where deemed appropriate, independent and confidential counselling on a wide range of issues. This service will be available to all staff and their dependants – including the growing numbers based abroad – 24 hours and 365 days a year. It is more comprehensive than ever before, more easily available to all of our staff, and carries a lower per-capita cost than the in-house service.

OUR THREE-YEAR RACE AND DIVERSITY STRATEGY

In May 2007, we published a three-year diversity strategy that provided a focused driver for our commitment to mainstreaming diversity across the Department.

The strategy created an effective framework that ensures a consistent approach across the Home Office in delivering the following five aims:

- Managers at all levels demonstrate effective leadership on equality and diversity.
- The potential of under-represented groups is developed to create a representative workforce at all levels.
- A working environment in which staff respect and value each other's diversity.

- Effective Home Office implementation of statutory obligations on equality and diversity.
- Services are delivered in a way that promotes equality and respects diversity.

The strategy is embedded within the values of our organisation and the behaviours that we expect from all of our colleagues. It demonstrates our dedication to developing and delivering policies and services, and puts our diverse communities and customers at the heart of everything we do.

We want to ensure that our colleagues feel respected and valued for the unique talents that they bring to our organisation. With this in mind, we have established a 'Leaders of the Future' programme to ensure that talented colleagues from under-represented groups have access to coaching, mentoring and other development opportunities that might support their plans for a career in the SCS.

Actions during 2007–08 included:

- publishing our Race, Disability and Gender Equality Scheme, which sets out how we will have due regard for the needs of different communities when delivering our business;
- being recognised as the top-performing government department in the Stonewall Equality Index;
- receiving a platinum award from Opportunity Now for outstanding work on addressing gender equality issues;
- launching the Leaders of the Future programme; and
- reapplying for the 'two ticks' symbol.

In the course of 2008–09, we will:

- publish our annual progress report on race disability and gender equality, detailing how business areas are embedding equality practices;
- publish our Secretary of State report on disabled people's experiences of our policies and services;
- extend the Leaders of the Future programme to staff at AA to SEO level; and
- roll out a new programme of diversity training for staff.

SUPPORTING OUR PEOPLE

To deliver on our objectives, we provide strong support for our people by:

- equipping senior staff with the skills needed to carry out their work effectively and to lead the organisation;
- encouraging all staff to plan their development in line with business needs and the PSG framework; and
- encouraging managers to practise an open management style, demonstrating the values and behaviours of the Home Office, so that staff receive constructive feedback about their contribution to delivery.

Action during 2007–08 included:

- putting in place a new performance management staff appraisal system for staff at Grade 6 and below – the Performance Development Review (PDR);
- introducing new reward arrangements for all grades below SCS level, with a performance-related bonus linked to the annual assessment. For Grades 6 and 7 only, an enhanced bonus for outstanding performance was also introduced;

Table 3.1 Home Office race and diversity targets

Measure	Target	April 2007
Proportion of SCS staff who are women	37%	31.8%
Proportion of top management posts filled by women	30%	35.3%
Proportion of SCS staff who are from a black or ethnic minority background	4%	3.9%
Proportion of SCS staff who are disabled	3.2%	2.0%

- publishing a document detailing our leadership vision, *Leading Through Our Values*, after extensive consultation with the SCS. It sets out clearly how Home Office leaders at all levels are expected to work and behave; and
- enabling 300 members of staff gain professional qualifications in IT and in project and programme management.
- the Civil Service Award achieved by the biometric passports project team for the successful roll-out of e-Passports; and
- the UKvisas Biometrics and Commercial Partnership programme, which achieved delivery of universal biometric visa applications three months ahead of schedule and significantly under budget.

Actions during 2007–08 included:

- continuing to mainstream project and programme management as core skills within the PSG agenda;
- more tailored training for senior executives, including the development with the Association for Project Management Group of an appropriate professional qualification that will be rolled out during 2008–09;
- the introduction of more flexible resourcing for project and programme management, centrally co-ordinated in each business, to allow more rapid deployment of skilled in-house managers to new and emerging programmes;
- the development of our project initiation approach – it has been used in 12 cases so far to challenge and support emerging programmes, and is now being benchmarked by other government agencies;
- the launch of our online project and programme management toolkit, which is now used by 750 managers across Whitehall (there are an average of 14,500 website hits per month); and
- the Office of Government Commerce (OGC) delegating to the Home Office the management of medium-risk OGC Gateway™ Reviews, in recognition of our expertise in this area. (During 2007–08 the Home Office also benefited from 70 such reviews.)

In the course of 2008–09, we will:

- introduce an externally provided employee assistance programme that will provide expert well-being advice and, where deemed appropriate, independent and confidential counselling on a wide range of issues; and
- continue to roll out Grade 6 and 7 talent identification and development, ensuring that resources and opportunities are correctly aligned with business priorities.

RISK MANAGEMENT

Risk management remains one of the key strands of the 2006 Home Office reform plan, *From Improvement to Transformation*. Throughout 2007–08, the emphasis has been on better identifying and managing the risks to public protection. Our aim is to try to do this by listening to our front-line staff, who are often the first to spot emerging threats.

The impetus for this approach came from the promotion of our new Home Office Risk Management Policy and Guidance, launched in summer 2007. The cornerstone of this document was a structured risk improvement plan to drive progress in each area of the Department against a set list of criteria and behaviours. Progress against this plan is tied in with the existing reform plan.

PROJECT AND PROGRAMME MANAGEMENT SKILLS

The Home Office continues to focus on the need to use and develop the best available programme and project management approaches to underpin the delivery of the Government's change agenda and departmental strategy. Examples of achievement in the area of identity management include:

In the course of 2008–09, we will:

- bring closer together our financial, commercial, IT and programme management assurance processes, and develop a partnership with programmes that complements the periodic external assurance delivered through OGC Gateway Reviews;

- roll out new requirements for project financial reporting and strengthen, review and challenge processes of project financial information;
- build further on the developing approaches towards consultant and contingent labour in each business, building increased capacity, responsiveness and efficiency; and
- continue our investment in project and programme management skills.

THE CHIEF INFORMATION OFFICER (CIO)

Like most large enterprises across government, the Home Office is very complex and subject to progressive changes. While individual business areas – such as the Identity and Passport Service (IPS) – are best placed to address certain aspects of their information, systems and technology (IST) requirements, some aspects need to be addressed across the entire organisation. These include:

- a set of clearly articulated and easily understood IST principles and standards;
- a compliance regime that can be adopted across the business areas and that joins up across government; and
- a base technology framework that includes telecoms/networking, desktop/client devices and corporate applications.

A key role for the CIO is to develop a strategic approach to the provision of these services and standards, and to ensure that they are being implemented effectively across the organisation.

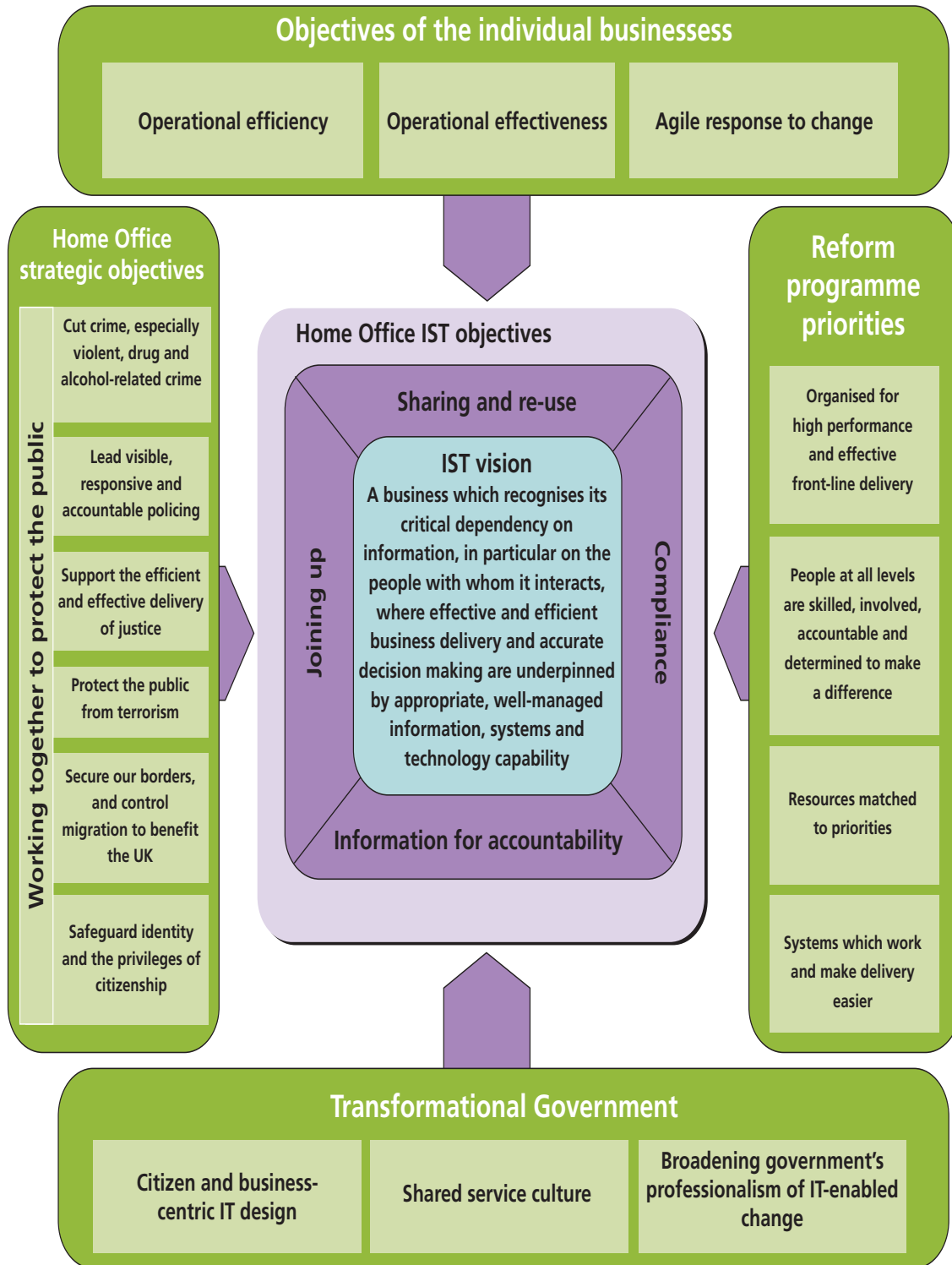
Information is the lifeblood of our business, and the office of the CIO provides the organisation with a high-level view of information flows (e.g. electronic and/or paper) and system models across the organisation. This provides early sight of system and information issues, which allows for better decisions about the IST infrastructure.

The CIO also has a key role in developing and implementing the Department's approach to information assurance. The CIO has contributed to the Government's recent data-handling review⁴ and has initiated a programme of action to implement its recommendations. This will enhance our confidence in our ability both to protect our data – particularly that relating to individuals – and to ensure that we make the best use of it in the public interest.

In 2007, we defined our key strategic objectives for IST for the first time. These set out our ambition to make much better use of our existing IST facilities, services and contracts. We will continue working closely with business areas to increase capacity, reduce risk and improve the performance of our current IST infrastructure, while ensuring that we get the best value, security and resilience from any future IST.

⁴ *Data Handling Procedures in Government: Final Report* is due to be published shortly.

VISION AND OBJECTIVES OF THE HOME OFFICE IST STRATEGY



DELIVERING VALUE-FOR-MONEY IMPROVEMENTS

Delivering improved value for money is an integral part of our responsibility to provide effective and efficient services to the public. The focus of the programme is on stimulating and driving genuine and sustainable operational and organisational improvements that free up resources to support delivery of our strategic objectives. Continued focus on value for money and the prioritisation of resources towards higher-value activity is a key component of delivering improved services.

We have a strong record of delivering value-for-money improvements. We committed under the Spending Review 2004 to achieving value-for-money improvements of £1,970 million per annum, of which £1,240 million was to be cashable, by the end of 2007–08. We met this target 15 months early meaning that we currently estimate over-delivery by £682 million per annum. Over-delivery at this level is a substantial achievement and provides a strong foundation for the Comprehensive Spending Review period. We expect soon to conclude agreement with HM Treasury about what level of over-delivery will contribute to the Police Service element of the target for the period 2008–09 to 2010–11.

Total gains, which are currently estimated to be worth £2,343 million, are detailed in Table 3.2, while a cumulative breakdown by business area is shown in Table 3.3. The table also shows the extent to which gains are now finalised, where we expect to report final outturn in the autumn.

Our success has been driven by high-level ownership of the value-for-money target. A Programme Board chaired by the Permanent Secretary is responsible for delivery of the target. Value-for-money targets and planning are used to incentivise managers and staff to think about the most effective use of resources.

Continued work under this model will deliver a further step change in the management of resources and support the delivery of the stretching value-for-money targets we have agreed under the Comprehensive Spending Review 2007 to produce further gains of £1,414 million per annum by 31 March 2011.

Actions during 2007–08 included:

- building on achievements in previous years to exceed our value-for-money targets with gains of £2,343 million per annum (of which £1,599 million is cashable);
- agreeing ambitious plans with each area of the Home Office Group to further reduce annual cashable expenditure by 3 per cent per annum;
- continuing innovative work with a number of police forces to improve basic processes, producing an average five-fold return on investment;
- successfully launching the Shared Service Centre in Newport to deliver improved service levels at reduced cost;
- reducing the size of the Home Office headquarters by 2,406 full-time equivalent posts compared with the March 2004 baseline (equivalent to an annual cost saving of £86 million per annum); and
- relocating 2,622 full-time equivalent posts cumulatively to the regions.

In the course of 2008–09, we will:

- launch and deliver further projects to drive operational productivity by reforming nuts-and-bolts processes and building the capability of front-line staff to solve problems and deliver value;
- support and challenge business areas to deliver on value-for-money plans and identify further opportunities for realisable gains;
- implement the Police Efficiency and Productivity Strategy to drive a step change in the management of resources within the Police Service; and
- continue to promote the benefits of transactional shared services, improve the value we extract from procurement activity and estates consumption, and maximise value-for-money benefit from IT projects with a particular emphasis on business re-engineering.

Table 3.2 Estimated annual value-for-money outturn

	Annual gains in 2004–05 (£m)	Of which, cashable (£m)	Annual gains in 2005–06 (£m)	Of which, cashable (£m)	Annual gains in 2006–07 (£m)	Of which, cashable (£m)	Annual gains in 2007–08 (£m)	Of which, cashable (£m)
Police	316	111	389	195	420	258	318	183
IND	305	295	191	190	119	114	30	26
NOMS	138	65	169	93	82	13	MoJ	MoJ
Procurement	26	25	50	31	26	19	20	20
IT	21	21	20	20	12	12	0	0
Headcount	32	32	6	6	30	30	12	12
Total	838	549	825	535	689	446	380	241
Cumulative total	—	—	1,663	1,084	2,352	1,530	2,343⁽¹⁾	1,600⁽¹⁾

⁽¹⁾ 2007–08 figures exclude previously reported NOMS delivery following the Machinery of Government changes.

Table 3.3 Home Office latest estimated value-for-money outturn, 2007–08 (Quarter 4)

This table provides a breakdown of the estimated gains achieved in each business area. Final outturn for 2007–08 will be published in the 2008 Autumn Performance Report.

Workstream	Total (£m)	Of which, cashable (£m)
Policing	1,443	747
UKBA	645	625
<i>Asylum support cost reduction</i>	506	506
<i>Other operating costs</i>	139	119
HQ reform	80	80
<i>Reduce posts</i>	2,406	2,406
Other (e.g. central procurement, IT)	175	147
<i>Procurement (including estates)</i>	122	95
<i>IT</i>	53	53
TOTAL	2,343	1,599

SUSTAINABLE DEVELOPMENT

Sustainable development is the means of improving the quality of life today without compromising that of future generations. The performance of all departments is reported annually in the *Sustainable Development in Government* (SDiG) report.

We support the targets for sustainable operations on the Government estate which include:

- central government's office estate to be carbon neutral by 2012;
- water consumption to be reduced by 25 per cent by 2020 relative to 2004–05 levels;
- recycling to be increased to 40 per cent of waste arising by 2010; and
- carbon emissions from road vehicles used for government administrative operations to be reduced by 15 per cent by 2010–11 relative to 2005–06 levels.

The Home Office published its second annual Sustainable Development Action Plan (SDAP) covering 2007–08. This identifies long-, medium- and short-term actions to ensure that sustainable development is incorporated into our policies, and operational and human resource strategies.

The latest SDiG report shows that the Home Office has demonstrated an improvement in performance compared with the previous reporting year. An example of this progress is the achievement with high scores of BREEAM excellent ratings for the UK Border Agency's new regional office Vulcan House Sheffield and our 2 Marsham Street HQ building in London (in the post-occupation category). However, there remains more to be done.

Our immediate priority is to move to a corporate environmental management system for the office estate within the next reporting period. This will ensure that the entire office estate will deliver continuing improvements in its environmental performance.

BETTER REGULATION

The Better Regulation principles of transparency, accountability, targeting, consistency and proportionality help us develop policy and scrutinise the impact of our legislation. We use regulatory impact assessments (RIAs)/impact assessments and consultation to ensure that the principles are followed.

Actions during 2007–08 included:

- publishing 11 final RIAs/impact assessments – of which eight were related to the public sector;
- publishing 17 public consultations – nine of which required a partial RIA/impact assessment and eight complied;
- meeting the minimum 12-week consultation period on 15 public consultations – two lasted longer than 12 weeks; and
- commencing seven of the 17 Statutory Instruments affecting business on one of the two common commencement dates of 6 April or 1 October.

All aspects of Better Regulation, including Hampton principles,⁵ are being incorporated into the Home Office model management statement for non-departmental public bodies (NDPBs) and the financial memorandum for executive NDPBs. The Security Industry Authority (SIA) has improved its licensing process to benefit security companies and individuals applying for an SIA licence by improving efficiency, alleviating administrative burdens and enhancing customer satisfaction. A dedicated plan has been produced to improve the animal scientific procedures licensing process while maintaining animal welfare.

Our Simplification Plan, published in December 2007, describes an administrative burden on business of £83.8 million and measures to reduce this by simplifying regulation or improving delivery. The plan identifies 25.3 per cent reductions by 2010 which will meet the cross-government target of 25 per cent. The main burden arises in relation to work permits; the new points-based system is expected to save up to 15 per cent in this area alone.

⁵ www.hm-treasury.gov.uk/budget/budget_05/other_documents/bud_bud05_hampton.cfm.

For the first time, the Simplification Plan covers a Better Regulation strategy for the public sector. As part of this we have published a list of data streams that the Home Office requires public sector organisations to provide to us. We have committed to analyse data streams and reduce them where this is practical and beneficial to the front line. This reflects our commitment to aspire to reduce the burden of such data streams by 30 per cent by 2010. The Flanagan Review identified key steps to reduce police bureaucracy; and the Border and Immigration Agency Simplification Project will benefit staff in the public sector through a more straightforward system with a single legislative source to replace the existing complex scheme.

We have continued to embed Better Regulation principles across the department through training, guidance, lawyer-led seminars and workshops with policy teams. The new-style impact assessment has resulted in more comprehensive impact assessments with policy leads liaising closely with economists to produce robust cost and benefit estimates whenever possible. We have established the Business Advisory Panel, which includes major representative business bodies, and is chaired by a board-level champion, to consider proposals at a strategic level in the early stages of policy development.

Information about our Better Regulation work and our Simplification Plan and a list of data streams can be found at www.homeoffice.gov.uk/documents/ho-simplification-plan-07/

RATIONALISING THE USE OF CONSULTANCY SERVICES

Our strategy for consultancy services is to strengthen the demand management process through better identification of, and challenge to, proposed expenditure. We have simplified and improved the procurement policies for engaging and managing these services. We have sourced and implemented preferred supplier agreements with improved terms and conditions better matched to the needs of the Home Office and its agencies.

We have commenced programmes that will improve the quality and frequency of management information on demand, expenditure, and supplier performance to support the ongoing management of these key services.

We have sought wherever possible to streamline and improve the requisition, approval and buying processes involved, and are considering ways to further automate these processes in the future.

We have applied category management techniques to bear down on expenditure, including measures designed to manage demand. Against a 2006–07 expenditure figure of £148 million on consultancy, the figure for 2007–08 is £96 million. Expenditure in 2007–08 was down by 35 per cent against 2006–07.

Expenditure on consultancy services results from the Home Office's continuing need to work together with internal and external partners to protect the public, and the corresponding need to consult the latest external expert opinion on emerging social and technological developments affecting this remit.

We work with some of the world's leading consultancy firms to develop the Department's ability to carry out its duty to the public. This may entail functional reshaping of the Department to enable it to meet and overcome emerging developments; developing innovative technological capability to counter increasingly sophisticated methods from those who seek to undermine or damage our society; or determining how current operational policies and practices should be adapted to ensure the Home Office discharges its public duties to best effect.

In 2007–08 we introduced new procurement channels for the Identity and Passport Service (IPS), establishing improved contractual arrangements to provide better value for money as IPS continues to deliver its programme. We are applying fresh management approaches to managing our expenditure with consultancy firms and are laying the foundations for better-informed acquisition of these services in the years ahead.

USING SCIENCE AND RESEARCH

Science and research are key to underpinning effective evidence-based policies and providing the tools to deliver our objectives.

During 2007–08 we spent around £50 million on science and research, to inform and implement our policies and objectives. This research is guided by the Home Office *Science and Innovation Strategy 2005–08*, which sets out our priorities and commitment to use science and research across the department's business.

Against a backdrop of new and continuing scientific and technical support and advice we undertook a range of scientific programmes to support delivery of the full range of Home Office objectives.

Actions during 2007–08 include:

- continuing successful development and demonstration of next generation screening technologies capable of high throughput detection of drugs concealed in post, freight etc;
- delivering new and improved vessel stopping capabilities allowing protection of marine targets both on and by water from small vessel attacks;
- supporting seven major police security operations including the main party political conferences and giving search support to 40 police operations including the opening of the new Channel Link at St Pancras and the National Memorial Arboretum;
- delivering a targeted 'Call for Innovative Research' – a competition to identify and award research and development contracts to academic and industrial partners to work in collaboration with the Home Office to deliver next generation CBRNE (chemical, biological, radiological, nuclear and explosives) detection, identification and monitoring technologies over the next three to five years;
- appointment of the Forensic Science Quality Regulator. The Regulator will advise government and the CJS on quality standards in the provision of forensic science; and
- worked closely with the Engineering and Physical Sciences Research Council (EPSRC), HM Revenue and Customs and others to help generate innovative ideas for the detection of people, explosives, drugs and other contraband being smuggled through our ports. This included a five-day 'cargo screening sand-pit' as a result of which £2.5 million of EPSRC funding has been directed to support five academic research projects.

PUBLIC APPOINTMENTS

The number of NDPBs sponsored by the Home Office declined during 2007 as a result of the Machinery of Government changes that created the Ministry of Justice. The Home Office now sponsors 33 NDPBs. Details of public appointments made by the NDPBs that moved away from the Home Office will be published by the Ministry of Justice.

Each Home Office public body has a sponsor team that is responsible for taking forward recruitment campaigns and appointments when vacancies arise. All appointments are agreed by Ministers and, where applicable, in accordance with the Office of the Commissioner for Public Appointments' Code of Practice.

Details of public appointments made in 2007 are in the Home Office Public Appointments Plan, which is available at www.homeoffice.gov.uk/documents/ho-public-appointments-2007.



Inputs input



Options

Chapter 4

PERFORMANCE TABLES



In the following section we detail the Department's performance against its PSA targets.

The tables cover:

- all targets set in Spending Review 2004; and
- all current targets set in Spending Review 2000.

A target is current where the date for attaining it was set as being in 2007–08 and where final performance outturn has not previously been published by the Home Office.

Spending Review 2004 (SR 2004) targets

2008	LATEST OUTTURN
<p>PSA1: Reduce crime by 15 per cent, and further in high-crime areas, by 2007–08.</p>	<p>Overall crime: on course</p> <p>This is measured by the British Crime Survey (BCS).</p> <ul style="list-style-type: none"> • Baseline (BCS 2002–03): 12,341,000 • Target (BCS 2007–08): a 15 per cent reduction • Annual outturn (BCS 2006–07): 11,287,000 – a 9 per cent reduction • Latest outturn⁶ (year to December 2007): 10,371,000 – a 16 per cent reduction <p>Greater reduction in high-crime areas: on course</p> <p>This is assessed by comparing the average crime reduction in the 40 high-crime areas (HCAs) with the average reduction in the remaining Crime and Disorder Reduction Partnership (CDRP) areas. This is measured using police-recorded crime, as the BCS is not available at CDRP level.</p> <ul style="list-style-type: none"> • Baseline: 2003–04 • Target (2007–08): a greater reduction in HCAs than other CDRPs • Annual outturn (2006–07): HCA reduction – 14 per cent reduction in remaining CDRPs – 8 per cent

BCS overall crime: Performance against SR 2004 PSA1 target
(to reduce BCS overall crime by 15 per cent between 2002–03 and 2007–08)
Latest data for year ending December 2007

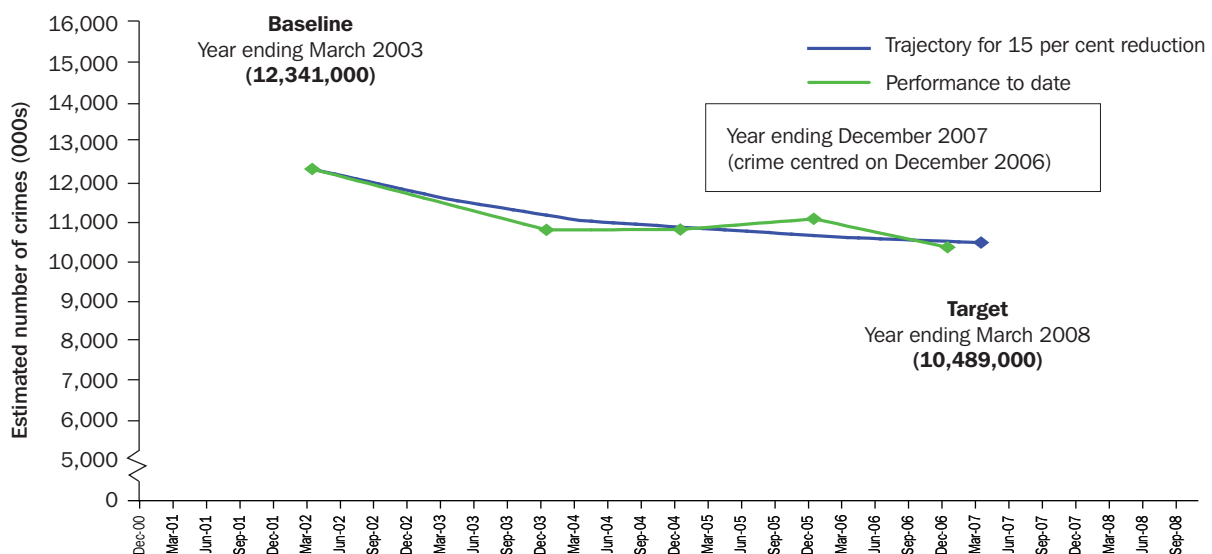


Chart prepared by RDS(CRCSG), Home Office

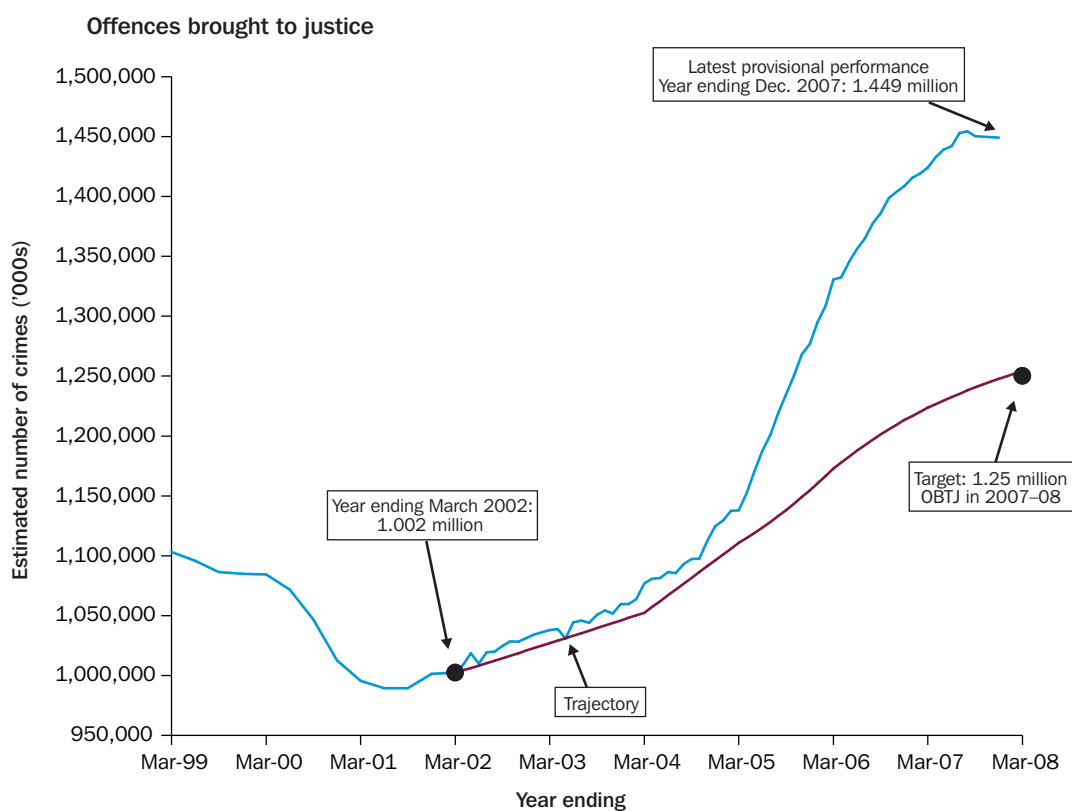
⁶ The latest outturn suggests an improvement from the year ending March 2007 figure. However, as these figures are not from independent datasets it is not possible to test if this difference is statistically significant. (See data limitations section.)

2008	LATEST OUTTURN
<p>PSA2: Reassure the public, reducing the fear of crime and anti-social behaviour, and building confidence in the Criminal Justice System (CJS) without compromising fairness (confidence element shared with Ministry of Justice (MoJ) and Crown Prosecution Service (CPS)).</p>	<p>Fear of crime: ahead</p> <p>This is measured by the BCS, which asks about people’s level of worry about burglary, car crime and violent crime.</p> <p><i>Worry about violent crime:</i></p> <ul style="list-style-type: none"> ● Baseline (BCS 2002–03): 21 per cent ● Target (BCS 2007–08): a reduction ● Annual outturn (BCS 2006–07): 17 per cent ● Latest outturn (year to December 2007): 16 per cent <p><i>Worry about car crime:</i></p> <ul style="list-style-type: none"> ● Baseline (BCS 2002–03): 17 per cent ● Target (BCS 2007–08): a reduction ● Annual outturn (BCS 2006–07): 13 per cent ● Latest outturn (year to December 2007): 12 per cent <p><i>Worry about burglary:</i></p> <ul style="list-style-type: none"> ● Baseline (BCS 2002–03): 15 per cent ● Target (BCS 2007–08): a reduction ● Annual outturn (BCS 2006–07): 13 per cent ● Latest outturn (year to December 2007): 12 per cent <p>Concern that anti-social behaviour is a problem: on course</p> <p>This is measured by the BCS, which asks seven questions about people’s perception of a variety of forms of anti-social behaviour. The responses produce an aggregate figure. Figures below are based on those with a high level of perceived anti-social behaviour.</p> <ul style="list-style-type: none"> ● Baseline (BCS 2002–03): 21 per cent ● Target (BCS 2007–08): a reduction ● Annual outturn (BCS 2006–07): 18 per cent ● Latest outturn (year to December 2007): 17 per cent <p>Confidence in local police: ahead</p> <p>This is measured by the BCS, which asks whether people think the police in their area are doing a good job.</p> <ul style="list-style-type: none"> ● Baseline (BCS 2003–04): 47 per cent ● Target (BCS 2007–08): an increase ● Annual outturn (BCS 2006–07): 51 per cent ● Latest outturn (year to December 2007): 52 per cent

2008	LATEST OUTTURN
PSA2: (continued)	<p>Victim and witness satisfaction: on course</p> <p>This is measured by the BCS, which asks questions on victims' and witnesses' satisfaction with the Criminal Justice System (CJS).</p> <ul style="list-style-type: none"> ● Baseline (BCS six months to March 2004): 58 per cent ● Target (BCS 2007–08): an increase ● Annual outturn (BCS 2006–07): 60 per cent ● Latest outturn (year to December 2007): 60 per cent <p>Public confidence in the Criminal Justice System: ahead</p> <p>This is measured by the BCS, which asks whether the public believes the CJS is effective in bringing people who commit crimes to justice.</p> <ul style="list-style-type: none"> ● Baseline (BCS 2002–03): 39 per cent ● Target (BCS 2007–08): an increase ● Annual outturn (BCS 2006–07): 41 per cent ● Latest outturn (year to December 2007): 44 per cent <p>Black and minority ethnic perceptions of fair treatment: on course</p> <p>This is measured by questions in the Citizenship Survey (formerly the Home Office Citizenship Survey (HOCS)), which ask whether people from a black or minority ethnic background believe the CJS would treat them worse than people of other races.</p> <ul style="list-style-type: none"> ● Baseline (HOCS 2001): 33 per cent ● Target (Citizenship Survey 2007): a decrease ● Latest outturn (HOCS 2005): 31 per cent ● Latest outturn (Citizenship Survey) April–December 2007): 27 per cent⁷

⁷ The Citizenship Survey has moved to reporting quarterly. The target is based on the full year's data so the improvement needs to be sustained for the remaining quarter in order to meet the target.

2008	LATEST OUTTURN														
<p>PSA3: Improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice to 1.25 million by 2007–08.</p>	<p>Offences brought to justice: ahead</p> <p>An offence is considered to have been brought to justice when a recorded crime results in an offender being convicted, cautioned, issued with a penalty notice for disorder, given a formal warning for the possession of cannabis or having an offence taken into consideration.</p> <p>As the target is an absolute figure no baseline applies.</p> <ul style="list-style-type: none"> • SR 2004 target (2007–08): 1.25 million • Latest outturn (12 months to December 2007): 1.449 million⁸ <p>The total number of offences brought to justice in the year to December 2007 is comprised of the following:⁹</p> <table style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th colspan="2" style="text-align: right;">Year ending December 2007</th> </tr> </thead> <tbody> <tr> <td>Convictions</td> <td style="text-align: right;">722,098</td> </tr> <tr> <td>Cautions</td> <td style="text-align: right;">380,416</td> </tr> <tr> <td>Penalty Notices for Disorder</td> <td style="text-align: right;">139,876</td> </tr> <tr> <td>Cannabis Warnings</td> <td style="text-align: right;">98,354</td> </tr> <tr> <td>Offences Taken into Consideration</td> <td style="text-align: right;">108,507</td> </tr> <tr> <td>Total OBTJ</td> <td style="text-align: right;">1,449,251</td> </tr> </tbody> </table>	Year ending December 2007		Convictions	722,098	Cautions	380,416	Penalty Notices for Disorder	139,876	Cannabis Warnings	98,354	Offences Taken into Consideration	108,507	Total OBTJ	1,449,251
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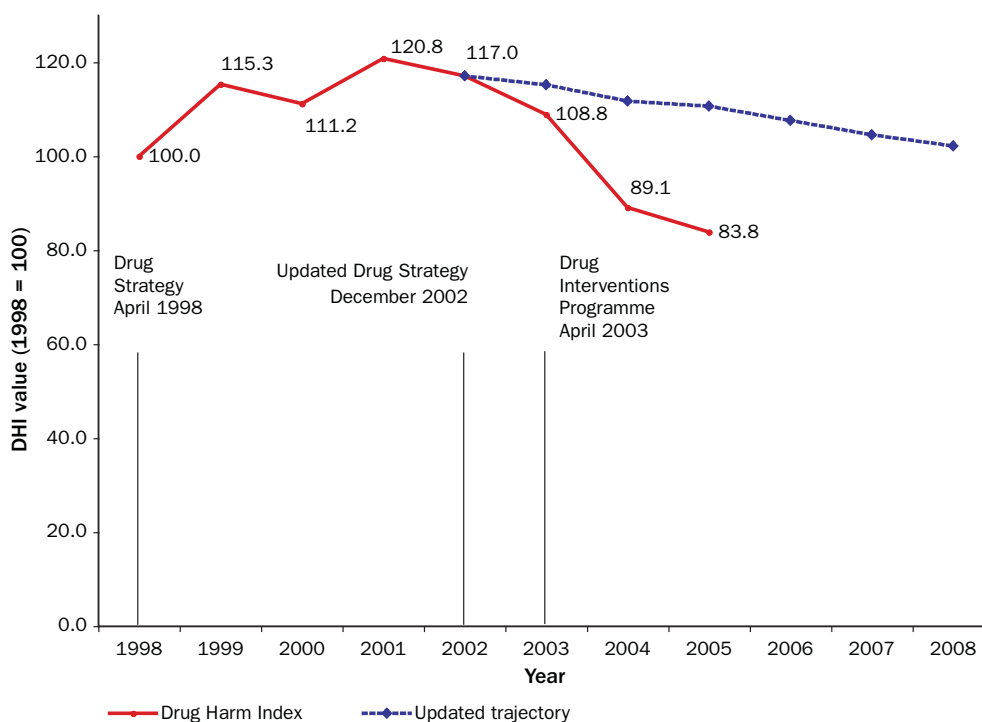


⁸ The England and Wales figure includes estimates for missing data. Data are provisional and subject to change.

⁹ The number of offences brought to justice (OBTJ) for 2007 are un-validated data from the courts and police, and are therefore provided as management information as they are provisional and likely to change. The final validated OBTJ data for 2007 will be published as a National Statistic by the MOJ in *Criminal Statistics in England and Wales 2007* during autumn 2008.

2008	LATEST OUTTURN
<p>PSA4: Reduce the harm caused by illegal drugs, including substantially increasing the number of drug-misusing offenders entering treatment through the Criminal Justice System.</p>	<p>Reduce the harm caused by illegal drugs: on course</p> <p>The Drug Harm Index (DHI) measures harm reduction against the overarching PSA4 target over the SR 2004 period. The DHI amalgamates a substantial basket of individual harm indicators to measure the level of harm caused by illegal drugs. The harms are weighted according to their economic impact to allow year-on-year comparisons of the harm caused by drugs.</p> <ul style="list-style-type: none"> ● Baseline (2002): 117.0¹⁰ ● Target: a reduction by 2007–08 ● Latest outturn (2005): 83.8 <p>Number of drug-misusing offenders entering treatment through the Criminal Justice System: on course</p> <ul style="list-style-type: none"> ● Baseline: 438 a month in March 2004 ● Target: 1,000 a week by March 2008 ● Latest outturn: 4,670¹¹ a month in January 2008

Drug Harm Index and trajectory

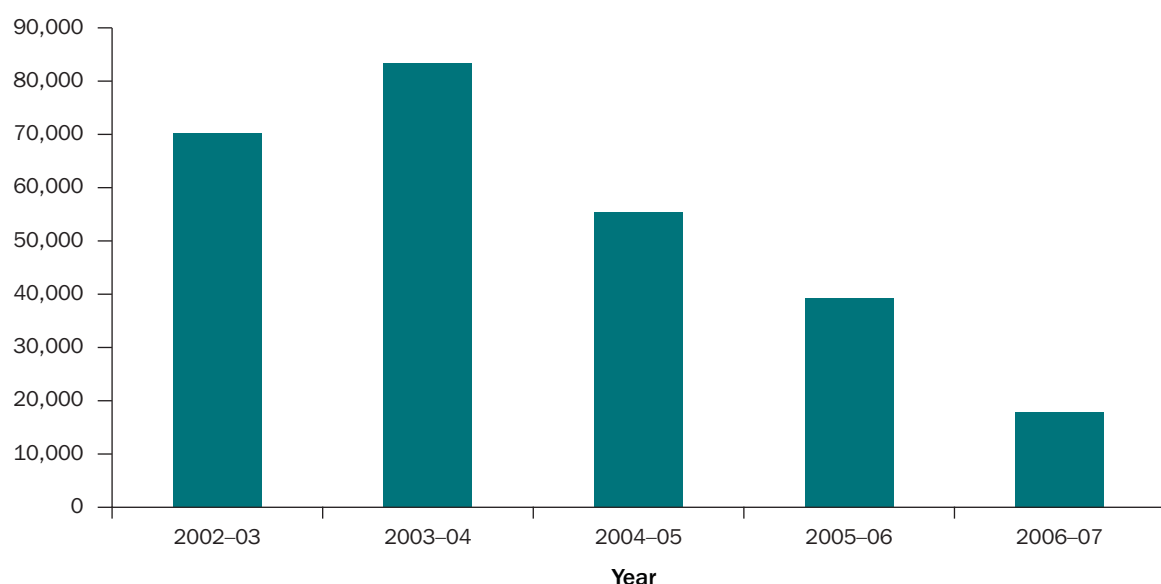


¹⁰ According to the latest figures the DHI stood at 117.0 in 2002. The previous version of the DHI showed this figure as 115.8. The change has occurred because data providers have retrospectively updated some of the data used to construct the DHI. As a result, the latest DHI figures are slightly different to those published previously. The data revisions have slightly increased the value of the DHI between 1999 and 2004, but the overall trend over time has remained broadly unchanged. This is discussed in more detail in Section 3 of the updated report, available at: www.homeoffice.gov.uk/rds/pdfs07/rdsolr2207.pdf.

¹¹ Provisional and subject to change.

2008	LATEST OUTTURN
<p>PSA5: Reduce unfounded asylum claims as part of a wider strategy to tackle abuse of the immigration laws and promote controlled legal migration.</p>	<p>Reducing unfounded asylum claims: ahead¹²</p> <p>The target is measured as the absolute number of unfounded claims in a year. The absolute number of claims includes both the number of principal applicants and dependants. An unfounded asylum claim is one where the applicant and dependants of the applicant have not been granted full refugee status (indefinite leave to remain)¹³ under the 1951 UN Convention, i.e. failed asylum seekers (applicants refused refugee status at the initial decision stage for which no appeal is received and applicants whose appeal rights are exhausted).</p> <ul style="list-style-type: none"> ● Baseline (2002–03): 70,200 ● Target: a reduction ● Outturn (2005–06): 39,200 ● Outturn (2006–07): 17,900

Number becoming failed asylum seekers (including dependants)



¹² Unfounded asylum intake data for 2007–08 is are yet available. While provisional data for 2007 indicate that the total number of asylum applications, including dependants, was 27,905 which is 1 per cent lower than in 2006 (28,321), the figures for Quarter 4 (Q4) 2007 (8,140) were 17 per cent up on Q4 in 2006 (6,965).

¹³ Until 30 August 2005, persons granted asylum were given indefinite leave to remain (ILR). Since 30 August 2005, all refugees, other than those arriving in the UK under managed migration resettlement schemes such as Gateway, have been granted five years' limited leave rather than indefinite ILR. This change has not affected the focus of the target or the methodology that is used to determine whether or not it has been met.

2008	LATEST OUTTURN
<p>Home Office value for money target: to achieve gains worth £1,970 million per annum (of which £1,240 million per annum would be cashable) by 2007–08, including by reducing the size of the headquarters by 2,700 full-time equivalent (FTE) posts.</p>	<p>Value for money: met</p> <p>The Home Office delivered its value for money target 15 months early. At the end of March 2008 the Department had achieved gains worth £2,343 million, of which £1,599 million is cashable.¹⁴ This included:</p> <ul style="list-style-type: none"> • gains worth £1,443 million, of which £747 million is cashable, in the Police Service in England and Wales; • value-for-money improvements of £645 million, of which £625 million is cashable, in the UK Border Agency; • delivery of £175 million gains, of which £147 million is cashable, in the Commercial Directorate and IT; and • reducing the size of the Home Office headquarters by 2,406 FTE posts against the March 2004 baseline and relocating 2,622 posts to the regions. <p>Looking forward, the Home Office has identified scope to build on this and deliver further significant efficiency savings equivalent to £1,414 million per annum by the end of 2010–11.</p> <p>Our plans to achieve this ambitious target are set out in a Value for Money Delivery Agreement. We will report our progress in the Autumn Performance Report.</p>
<p>Police standard: Maintain improvements in police performance, as monitored by the Policing Performance Assessment Framework (PPAF), in order to deliver the outcomes expressed in the Home Office PSA.</p>	<p>The performance of all police forces: on course</p> <p>Performance continues to be measured using PPAF, with the third Police Performance Assessment publication – covering 2006–07 – having been published in October 2007. The 2006–07 assessment includes a new risk-based inspection approach by HM Inspectorate of Constabulary (HMIC) that provides a deeper and more detailed focus on those areas that pose the biggest risks to the public.</p> <p>The assessments continue to show improving police performance in England and Wales, and 60 per cent of grades awarded to forces in this year's assessment were 'good' or 'excellent', with three-quarters of forces receiving 'good' or 'excellent' grades for tackling crime. HMIC's inspection also showed good implementation of the Government's Neighbourhood Policing Programme, with nearly half of all forces rated as 'good' or 'excellent'. More information on the performance of each police force – including performance against locally identified priorities – is available at http://police.homeoffice.gov.uk/performance</p>

¹⁴ This is based against an adjusted target worth £1,520 million (of which £1,010 million is cashable by 2007–08) which reflects that gains achieved by the National Offender Management Service (NOMS) are now reported by the Ministry of Justice.

Spending Review 2002 (SR 2002) targets

2008	LATEST OUTTURN
<p>PSA6: Reduce the harm caused by drugs by:</p> <ul style="list-style-type: none"> • reducing the use of Class A drugs and the frequent use of any illicit drug among all young people under the age of 25, especially by the most vulnerable young people; and • reducing drug-related crime, including as measured by the proportion of offenders testing positive at arrest. 	<p>Class A drug use among young people: stable</p> <ul style="list-style-type: none"> • Baseline (BCS 1998): 8.6 per cent • Target: a reduction by 2007–08 • Latest outturn (BCS 2006–07): 8.1 per cent (reduction from baseline not statistically significant) <p>Frequent drug use by young people: on course</p> <ul style="list-style-type: none"> • Baseline (BCS 2002–03): 11.6 per cent • Target: a reduction by 2007–08 • Latest outturn (BCS 2006–07): 8.3 per cent <p>Frequent drug use by vulnerable young people: ahead</p> <p>Vulnerable young people are at greater risk of becoming problem drug users in later life. They include truants and excludees, young offenders and young people in care. We use the Schools Survey to measure this target because we can identify truants and excludees from this survey.</p> <p>The Offending, Crime and Justice Survey (OCJS) is no longer being used to measure this target because the survey design includes a declining cross-sectional sample size that makes it an inappropriate measure of changes over time.¹⁵</p> <p><i>Schools Survey (frequency is once a month or more):</i></p> <ul style="list-style-type: none"> • Baseline (2003): 21.2 per cent (any drug in the past year) • Target: a reduction by 2007–08 • Latest outturn (2006): 11.3 per cent¹⁶

¹⁵ The sample for the OCJS consists of:
 1. a sample panel of respondents interviewed in previous years of the survey and followed up in subsequent years, and;
 2. a fresh sample of respondents recruited each year to make up the overall target sample size of 10,000 respondents.
 Most respondents in the survey are part of the panel sample. Measuring changes in drug use over time among this group would reflect the respondents' ageing and personal development over time rather than any influence of policy interventions. Panel respondents' gradual familiarisation with the research instrument and the survey can be expected to influence their reporting. Measuring drug use among the remaining fresh sample would produce estimates with margins of error too wide to effectively measure any changes and would be subject to a large amount of variation each year.

¹⁶ In the SR 2002 PSA Technical Note the indicators used for both vulnerable young people measures were in development and no baseline measures had been set. The measures and baselines for these two indicators were specified in the SR 2004 PSA Technical Note, and these are reported against here.

2008	LATEST OUTTURN
PSA6: (continued)	<p>Class A drug use by vulnerable young people: stable</p> <p>The Schools Survey is also used to measure Class A drug use (in the past year) by vulnerable young people.</p> <p><i>Schools Survey:</i></p> <ul style="list-style-type: none"> • Baseline (2003): 14.1 per cent • Target: a reduction by 2007–08 • Latest outturn (2006): 13.6 per cent¹⁷ <p>Drug-misusing offenders/drug-related crime: on course</p> <p>Significant amounts of acquisitive crime are driven by the need to support Class A drug habits. Although drug-related crime can be defined more widely, acquisitive crime remains at its heart.</p> <p>Identifying exactly which acquisitive crimes were committed to support a drug habit is difficult, as routine crime statistics do not include information about the offender’s drug use or motivation for offending.</p> <p>It did not prove possible to use the proportion of those arrested who tested positive as an effective measure of drug-related crime. Under the arrangements for the PSA targets in SR 2004 a robust and much wider mechanism – the Drug Harm Index (DHI) – was introduced to measure a range of harms from drug misuse. Drug-related crime is the largest single element within the DHI, and performance on reducing drug-related crime is clearly reflected within it. The baseline for the DHI was set at 117.0 for 2002 – the year the updated Drug Strategy was launched – and the latest figures show that the DHI had fallen to 83.8 points by 2005, a drop of 33.2 points or 28.4 per cent. As a separate but related indicator of drug-related crime, published data on police-recorded acquisitive crime shows that in the 12 months to March 2007, acquisitive crime fell by 3 per cent compared with the previous year and by 22 per cent since the onset of the Drug Interventions Programme (the 12 months to March 2003).</p>

¹⁷ In the SR 2002 PSA Technical Note the indicators used for both vulnerable young people measures were in development and no baseline measures had been set. The measures and baselines for these two indicators were specified in the SR 2004 PSA Technical Note, and these are reported against here.

Summary assessments of progress

The ‘status’ of delivery of the targets follows set guidance on reporting. The categories are as follows.

TERM	USAGE
Met early	Only to be used in circumstances where there is no possibility of subsequent slippage during the lifetime of the target.
Ahead	If progress is exceeding plans and expectations.
On course	Progress in line with plans and expectations.
Stable	Where data are moving in the right direction but the change appears to be slow.
Slippage	Where progress is slower than expected, for example by reference to criteria set out in a target’s technical note.
Not yet assessed	For example a new target for which data are not yet available.

Final assessment against a target

Departments are also encouraged to use standard terms if summarising progress against ongoing targets. The following list offers a number of options.

TERM	USAGE
Met	Target achieved by the target date – must not be used before the target end-date unless there is no possibility at all of subsequent slippage.
Met/ongoing	For older open-ended targets where the target level has been met and little would be achieved by continuing to report the same information indefinitely. (In using this term it should be made clear that a final assessment is being given).
Partly met	Where a target has two or more distinct elements, and some – but not all – have been achieved by the target date.
Not met	Where a target was not met or met late.
Not known	This should only be used where it was not possible to assess progress against the target during its lifetime or subsequently explanation should be given and reference made to any subsequent targets covering the same area.

Data limitations

Asylum data

Asylum data are robust, and quality assurance procedures are in place. The National Audit Office (NAO) report in 2004 concluded that ‘asylum data and statistics are in most respects reliable’.

British Crime Survey

Crime levels are measured using the British Crime Survey (BCS).¹⁸ Overall BCS crime includes crimes experienced by adults living in private households. The BCS does not measure crimes against people living in group residences, under-16s, or against businesses. While these omissions clearly affect the ‘total’ count of crime, evidence from other sources suggest trends among the latter two groups have shown a broadly similar picture to BCS crime and that people in group residences form too small a section of the population to affect overall trends.

Crime levels may also be measured by police-recorded crime.¹⁹ But for the crime types it covers, the BCS can provide a better reflection of the extent of crime because it includes crimes that are not reported to the police. The BCS count also gives a better indication of trends in the overall level of crime nationally because it is unaffected by changes in levels of reporting to the police, and in police recording practices.

Recorded crime provides a good measure of trends in well-reported crimes, is an important indicator of police workload, and can be used for local crime pattern analysis. The suite of statistics recorded by the police that cover the crime types that are most similar to those captured by the BCS are known as the recorded crime BCS comparator.²⁰

While we believe that the BCS provides a better reflection of the extent and trends in crime than police-recorded crime, the BCS does not capture crimes against youths under 16 or against businesses.

The BCS is undertaken continuously, and figures for rolling 12-month periods are available quarterly. Although data are available quarterly, quarter-on-quarter comparisons need to be interpreted carefully as the data sets overlap.

Crime recording

Recorded crime statistics are affected by changes in reporting and recording practices. There have been two major changes to the recording of crimes since 1997–98. In April 1998, the counting rules were expanded to include additional offences, and the methods of counting became victim focused, which also increased the count of crime. In April 2002, the National Crime Recording Standard was introduced to ensure greater consistency between forces in recording crime and to take a more victim-oriented approach to crime recording.

Both these changes resulted in an increase in the number of crimes recorded. Certain offences, such as minor violent crime, were more affected by these changes than others.

The ‘high-crime areas’ are the 40 Crime and Disorder Reduction Partnership (CDRP) areas that have the highest rates of recorded crime per head of population plus the highest crime levels (each being given equal weight), as measured using the recorded crime BCS comparator in 2003–04. There is other detailed evidence from crime audits undertaken by the Audit Commission that the standards applied by the police have continued to improve during 2005.²¹

¹⁸ The BCS is a Government Statistical Service survey within the scope of National Statistics. Fieldwork is subcontracted to external survey companies after competitive tendering. The Home Office Research, Development and Statistics Directorate undertakes quality control of the survey itself, the data processing and the reliability of results. The BCS covers a randomly selected sample of those aged 16 or over living in private households in England and Wales. The BCS is currently published quarterly and can be found at www.homeoffice.gov.uk/rds/index.html.

¹⁹ Recorded crime is all offences that are recorded by the police and which are then notified to the Home Office. It includes all indictable and triable either way offences, together with a few closely related summary offences. The vast majority of summary offences are excluded. The Home Office issues detailed rules to the police on the counting and classification of crime.

²⁰ The recorded crime BCS comparator includes recorded theft of and theft from a vehicle, vehicle interference and tampering, domestic burglary, theft or unauthorised taking of a pedal cycle, theft from the person, criminal damage, common assault, wounding and robbery.

²¹ Audit Commission (2006).

The Citizenship Survey

The Citizenship Survey (formerly the Home Office Citizenship Survey (HOCS)) is a household survey of adults (age 16+) carried out by Communities and Local Government (CLG). It covers a range of topics, including perceptions of racial discrimination by public service organisations, and is used to measure performance against PSA targets for CLG, the Home Office, the Office for Criminal Justice Reform and the Office of the Third Sector. The survey has previously been carried out in 2001, 2003 and 2005, providing performance data every two years. From April 2007, the survey has run on a continuous basis. Headline findings on the PSA measures will be available quarterly, with the more detailed 2007–08 annual research reports available in autumn 2008. Data from April–December 2007 are included in this report.

Drug Harm Index

Limitations in data availability mean that the Drug Harm Index (DHI) does not capture all the harms that illegal drugs might possibly generate, but rather a subset of harms for which robust data are available. As such, this measure is an index indicating change over time, rather than an estimate of the absolute level of harm at any one time. Additionally, changes in trend may be due to factors external to the Drug Strategy (e.g. increasing unemployment), therefore a reduction in the index is not necessarily direct evidence of the success of drug interventions. Interpreting changes in the DHI requires care, as it is a single measure that summarises much detail. Different categories of harm may evolve differently over time and no single index can fully capture this diversity. Complementary analysis of data feeding into the DHI would be necessary to completely understand these drivers.

Number of drug-misusing offenders entering treatment

Drug Interventions Programme data are robust, and quality assurance procedures are in place.

Offences brought to justice

Every effort is made to ensure that the figures presented are accurate and complete. However, it is important to note that these data have been extracted from large administrative data systems generated by the police forces and courts. As a consequence, care should be taken to ensure that data collection processes and their

inevitable limitations are taken into account when those data are used.

Policing Performance Assessment Framework

Assessments made under the Policing Performance Assessment Framework (PPAF) cover all 43 forces in England and Wales across seven performance areas. They bring together assessments based on data with those based on professional judgement and assess performance as ‘excellent’, ‘good’, ‘fair’ or ‘poor’, allowing the public to understand and interpret performance. Direction of travel assessments (i.e. ‘improved’, ‘stable’ or ‘deteriorated’) have also been made in three areas. The publication is also complemented by comprehensive information available via the internet (see <http://police.homeoffice.gov.uk/performance>). Data used within PPAF come from a number of sources, including the BCS and recorded crime statistics. In 2006–07 (as in 2005–06) all forces were compliant with the National Crime Recording Standard. Where forces were found not to be compliant for data quality on specific indicators within the framework, this is shown on the accompanying website. Forces may also have had component grades within the assessment capped, as a result of poor data quality.

Young people measures – BCS and the School Survey

Approximately 6,000 16–24-year-olds living in private households in England and Wales were included in the BCS 2006–07, a fourfold increase in sample size since 1998 that has increased the precision of estimates of drug use. As a household survey, the BCS under-represents small groups of people, such as prisoners and the homeless, who may have high rates of drug use. Over 9,000 secondary school children in England aged 11 to 15 complete the School Survey each year. The School Survey will under-represent those who are excluded and those who are truanting from school, both of whom display higher levels of drug use. The smaller number of truants and excludees in the School Survey sample means that the estimates of drug use among these vulnerable groups are less accurate and more subject to variation. For trend measurement these issues of under-representation are not a problem as long as the survey coverage of the population does not change from year to year.

Value for money

Value for money (VfM) outturn is subjected to data quality checks as part of the existing process for verifying numbers submitted by business areas. Variations and adjustments in the data may occur retrospectively due to the full-year effect of gains and the fact that outturn is drawn from diverse data systems.

Statistical significance

Statistics produced from surveys are most often estimates of the real figure for the population under study and therefore they may differ from the figures that would have been obtained if the whole population had been interviewed; this difference is known as sampling error. Because of the sampling error, differences in the figures may occur by chance rather than as a result of a real difference. Tests of statistical significance are used to identify which differences are unlikely to have occurred by chance. In tests that use a 5 per cent significance level, there is a 1 in 20 chance of an observed difference being solely due to chance.

Confidence intervals

Surveys produce statistics that are estimates of the real figure for the population under study. These estimates are always surrounded by a margin of error of plus or minus a given range. This margin of error or confidence interval is the range of values between which the population parameter is estimated to lie. For example, at the 95 per cent confidence level (used in most surveys), over many repeats of a survey under the same conditions one would expect that these confidence intervals would contain the true population value in 95 per cent of cases.

Performance assessments

A number of targets are directional (to achieve an increase or decrease) and are measured using survey data.

In these cases the survey data must register at least a statistically significant change if we are to be reasonably sure that the measured change is due to an actual change rather than a statistical aberration. In these cases, where interim trends are moving in the right direction but a statistically significant change has not yet been achieved, we have assessed those as 'on course'. Where data trends are moving in the wrong direction or too slowly we have

assessed those as 'slippage'. Where data are moving in the right direction but the change appears to be too slow we have assessed those as 'stable'.

Technical notes

The technical notes to the Home Office PSA targets are available at www.homeoffice.gov.uk/documents/homeoffice_sr04_tns.pdf?view=Binary

SR 2004 statistical changes required to meet the target

PSA target/standard		Direction of change	Statistically significant change ²²		
PSA2:			Baseline (%)	Target (%)	Percentage change required
Fear of crime	Violent crime	Reduction	21	20	-1
	Car crime	Reduction	17	16	-1
	Burglary	Reduction	15	14	-1
Concern that anti-social behaviour is a problem		Reduction	21	19	-2
Confidence in local police		Increase	47	48	1
Victim and witness satisfaction		Increase	58	60	2
Public confidence in the Criminal Justice System		Increase	39	40	1
BME perceptions of fair treatment		Decrease	33	30	-3

SR 2002 statistical changes required to meet the target

PSA target/standard		Direction of change	Statistically significant change ²²		
PSA6:			Baseline (%)	Target (%)	Percentage change required
Class A drug use among young people		Reduction	9	7	-2
Frequent drug use by young people		Reduction	12	10	-2
Frequent drug use by vulnerable young people		Reduction	21	18	-3
Class A drug use by vulnerable young people ²³		Reduction	14	12	-2

²² The figures shown in the report are generally rounded to whole numbers. However, baseline and target figures are calculated to one decimal place and assessments of progress are made using such figures.

²³ For Class A drug use by vulnerable young people, the figures have been rounded to whole numbers while actual baseline and target figures and assessments of change are made using figures to one decimal place. The baseline is 14.0 per cent, the target is 11.8 per cent and the percentage change required is 2.2 per cent.



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Chapter 5

FINANCE TABLES

This section sets out how the Department is financed and staffed to deliver its objectives. The tables are intended to be clear and understandable and to focus on the delivery of functions rather than control frameworks. Finance figures reflect those in the HM Treasury database as at March 2008, reflecting the Machinery of Government change creating the Ministry of Justice. The more technical budgetary material is presented in Supplementary Budgetary Information which accompanies the Home Office Main Estimate. *Public Expenditure Statistical Analyses* (PESA) 2008 subsequently updated the presentation of the Asset Recovery Agency figures and the AME forecast. These changes will be reflected in future Home Office tables. The finance tables are denominated in £'000 unless otherwise specified.

To remain consistent with the Main and Supplementary Supply Estimates for 2007-08 that were approved by Parliament, information is grouped under the strategic objectives that were published as part of the Home Office Strategy in February 2008, as described in Chapter 2.

Allocating spend to the sets of objectives is not straightforward, principally because of multiple interlinked relationships, but indicative data were included in the Memorandum to the Main Supply Estimate Vote on Account for 2007-08, which was presented to Parliament on 30 April 2007.

Table 5.1 provides a summary of all general government public spending in the areas of Home Office responsibility. It shows the resource and capital budget spending in line with the headings used in the Estimates approved by Parliament. It additionally shows local authority spending on functions relevant to the Home Office in England and Wales and expenditure by the Home Office and police authorities on policing activities.

Tables 5.2 and 5.3 provide a fuller breakdown of the resource and capital spending plans shown in Table 5.1. They set out activities the Department spends money on to provide a functional breakdown of spending.

Table 5.4 sets out the capital employed across the Home Office Departmental Group. It includes that employed by agencies and non-departmental public bodies (NDPBs) but excludes that of bodies such as police authorities, whose accounts are not consolidated within those of the Department.

Table 5.5 shows the administration costs for the Home Office. Administration costs exclude front-line activities, such as the police and immigration work at ports and associated casework, to provide a clearer picture of headquarters and back-office activities.

Tables 5.6 and 5.7 provides an analysis of Home Office total staff numbers.

Tables 5.8 to 5.10 show analyses of the Department's spending by country and region, and by function. The data presented in these tables is consistent with the country and regional analyses (CRA) published by HM Treasury in Chapter 9 of PESA 2008. The figures were taken from the HM Treasury public spending database in December 2007, and the regional distributions were completed in January and February 2008. Therefore the tables may not show the latest position and are not consistent with other tables in the Departmental Report.

The analyses are set within the overall framework of Total Expenditure on Services (TES). TES broadly represents the current and capital expenditure of the public sector, with some differences from the national accounts measure Total Managed Expenditure.

The tables show the central government and public corporation elements of TES. They include current and capital spending by the Department and its NDPBs, and public corporations' capital expenditure, but do not include capital finance to public corporations. They do not include payments to local authorities or local authorities' own expenditure.

TES is a near-cash measure of public spending. The tables do not include depreciation, cost of capital charges, or movements in provisions that are in departmental budgets. They do include pay, procurement, capital expenditure, and grants and subsidies to individuals and private sector enterprises.

Further information on TES can be found in Appendix E of PESA 2008.

The data are based on a subset of spending – identifiable expenditure on services – which is capable of being analysed as being for the benefit of individual countries and regions. Expenditure that is incurred for the benefit of the UK as a whole is excluded.

Across government, most expenditure is not planned or allocated on a regional basis. Social security payments, for example, are paid to eligible individuals irrespective of where they live. Expenditure on other programmes is allocated by looking at how all the projects across the Department's area of responsibility, usually England, compare. So the analyses show the regional outcome of spending decisions that on the whole have not been made primarily on a regional basis.

The functional analyses of spending in Table 5.10 are based on the United Nations classification of the functions of government (COFOG), the international standard. The presentations of spending by function are consistent with those used in Chapter 9 of PESA 2008. These are not the same as the strategic priorities shown elsewhere in the report.

Table 5.11 provides an analysis of Senior Civil Service pay ranges.

Table 5.1 Total departmental spending

£'000	2002-03 Outturn	2003-04 Outturn	2004-05 Outturn	2005-06 Outturn	2006-07 Outturn	2007-08 Estimated outturn	2008-09 Plans	2009-10 Plans	2010-11 Plans
Resource budget									
Resource DEL									
Cut crime, especially violent, drug and alcohol-related crime	227,324	210,343	428,230	347,800	381,184	427,237	387,491	390,952	388,338
Lead visible, responsive and accountable policing	4,924,764	5,485,257	5,515,366	5,955,449	6,028,158	5,945,505	6,089,689	6,228,608	6,404,141
Protect the public from terrorism	87,149	132,495	163,953	250,850	188,441	576,244	788,973	858,000	889,000
Secure our borders and control migration for the benefit of the country	1,857,252	1,892,885	1,622,269	1,530,478	1,472,881	1,409,845	1,377,405	1,398,433	1,425,633
Safeguard people's identity and the privileges of citizenship	-11,350	-22,237	-8,672	-18,868	30,396	40,540	93,130	124,500	164,800
Central services ⁽¹⁾	228,340	204,358	241,827	215,826	228,450	239,025	329,226	312,532	334,711
Total resource budget DEL	7,313,479	7,903,101	7,962,973	8,281,535	8,329,510	8,638,396	9,065,914	9,313,025	9,606,623
<i>of which:</i>									
Near-cash	7,163,372	7,814,233	7,882,444	8,166,241	8,170,652	8,505,726	8,863,914	9,116,025	9,417,623
Resource AME									
Lead visible, responsive and accountable policing	1,690,148	40,252	674	4,140	290,750	355,896	542,900	620,000	730,000
Total resource budget AME	1,690,148	40,252	674	4,140	290,750	355,896	542,900	620,000	730,000
<i>of which:</i>									
Near-cash	1,690,148	40,252	674	4,140	290,750	355,896	542,900	620,000	730,000
Total resource budget	9,003,627	7,943,353	7,963,647	8,285,675	8,620,260	8,994,292	9,608,814	9,933,025	10,336,623
<i>of which:</i>									
Depreciation	120,100	79,421	63,931	85,837	93,565	156,991	164,525	184,618	200,613
Capital budget									
Capital DEL									
Cut crime, especially violent, drug and alcohol-related crime	80,858	12,137	30,971	25,036	33,879	27,500	21,600	22,500	22,500
Lead visible, responsive and accountable policing	498,757	538,331	410,923	444,438	423,008	447,562	418,316	415,048	422,400
Protect the public from terrorism	27,013	3,822	35,215	90,540	30,994	104,389	138,893	136,182	135,500
Secure our borders and control migration for the benefit of the country	28,939	111,571	74,789	19,360	43,559	159,607	170,797	98,630	96,000
Safeguard people's identity and the privileges of citizenship	-	11,014	31,951	50,770	57,153	37,897	96,394	96,640	67,000
Central services ⁽¹⁾	18,285	1,849	2,385	-4,590	3,650	3,004	8,000	13,000	109,600
Total capital budget DEL	653,852	678,724	586,234	625,554	592,243	779,959	854,000	782,000	853,000
Capital AME									
Total capital budget AME	—	—	—	—	—	—	—	—	—
Total capital budget	653,852	678,724	586,234	625,554	592,243	779,959	854,000	782,000	853,000

Table 5.1 Total departmental spending (continued)

£'000	2002–03 Outturn	2003–04 Outturn	2004–05 Outturn	2005–06 Outturn	2006–07 Outturn	2007–08 Estimated outturn	2008–09 Plans	2009–10 Plans	2010–11 Plans
Total departmental spending⁽²⁾									
Cut crime, especially violent, drug and alcohol-related crime	308,182	221,967	455,903	369,537	411,008	451,785	406,113	413,452	410,838
Lead visible, responsive and accountable policing	7,092,822	6,048,606	5,903,468	6,379,731	6,728,920	6,694,268	6,997,696	7,202,129	7,490,212
Protect the public from terrorism	107,627	125,857	187,737	326,691	219,435	674,233	921,053	984,892	1,013,351
Secure our borders and control migration for the benefit of the country	1,808,666	1,957,979	1,675,090	1,517,864	1,459,998	1,512,433	1,491,277	1,434,664	1,455,281
Safeguard people's identity and the privileges of citizenship	-8,562	-12,287	24,478	24,844	70,763	47,008	149,024	172,838	178,094
Central services ⁽¹⁾	228,644	200,534	239,274	206,725	228,814	237,533	333,126	321,432	440,211
Total departmental spending⁽²⁾	9,537,379	8,542,656	8,485,950	8,825,392	9,118,938	9,617,260	10,298,289	10,529,407	10,987,987
<i>of which:</i>									
Total DEL	7,847,231	8,502,404	8,485,276	8,821,252	8,828,188	9,261,364	9,755,389	9,909,407	10,257,987
Total AME	1,690,148	40,252	674	4,140	290,750	355,896	542,900	620,000	730,000

Spending by local authorities on functions relevant to the Department

£'000	2002–03 Outturn	2003–04 Outturn	2004–05 Outturn	2005–06 Outturn	2006–07 Outturn	2007–08 Estimated outturn
Current spending	9,005,732	10,032,936	10,628,953	11,418,635	12,047,914	12,404,377
<i>of which:</i>						
Financed by grants from budgets above	4,816,359	5,520,310	5,612,543	5,994,150	6,114,364	6,368,829
Capital spending	355,983	470,728	518,200	542,291	443,157	588,808
<i>of which:</i>						
Financed by grants from budgets above ⁽³⁾	326,531	387,817	358,954	400,496	178,339	285,440

⁽¹⁾ Figures include research and statistics and the departmental unallocated provision.⁽²⁾ Total departmental spending is the sum of the resource budget and the capital budget less depreciation. Similarly, total DEL is the sum of the resource budget DEL and capital budget DEL less depreciation in DEL, and total AME is the sum of resource budget AME and capital budget AME less depreciation in AME.⁽³⁾ This includes loans written off by mutual consent that score within non-cash resource budgets and are not included in the capital support to local authorities line in Table 5.3.

Table 5.2 Resource budget DEL and AME

£'000	2002-03 Outturn	2003-04 Outturn	2004-05 Outturn	2005-06 Outturn	2006-07 Outturn	2007-08 Estimated outturn	2008-09 Plans ⁽²⁾	2009-10 Plans ⁽²⁾	2010-11 Plans ⁽²⁾
Resource DEL									
Cut crime, especially violent, drug and alcohol-related crime	227,324	210,343	428,230	347,800	381,184	427,237	387,491	390,952	388,338
<i>of which:</i>									
Police (including grants)	—	—	—	—	—	—	—	—	—
Crime reduction	114,874	99,264	210,206	161,155	193,059	219,657	188,906	212,703	210,511
Criminal Records Bureau	31,768	7,359	-999	-18,202	-25,394	—	—	—	—
Firearms compensation	63	—	6	—	—	—	—	—	—
Drugs	80,619	96,351	206,904	200,382	211,472	206,836	188,571	178,249	177,827
Security Industry Authority	—	7,369	12,113	4,465	2,047	744	-2,110	—	—
Independent Safeguarding Authority	—	—	—	—	—	—	12,124	—	—
Lead visible, responsive and accountable policing	4,924,764	5,485,257	5,515,366	5,955,449	6,028,158	5,945,505	6,089,689	6,228,608	6,404,141
<i>of which:</i>									
Police (including grants)	4,545,226	5,002,578	4,987,320	5,393,649	5,335,705	5,116,837	5,231,714	5,369,746	5,541,451
Police Complaints Authority	7,915	5,395	—	—	—	—	—	—	—
Independent Police Complaints Commission	—	10,390	24,086	26,374	31,272	32,273	32,273	32,273	32,273
Central Police Training and Development Authority	90,304	93,246	83,283	102,799	70,559	—	—	—	—
Police Information Technology Organisation	60,480	121,295	167,814	196,113	203,569	—	—	—	—
National Criminal Intelligence Service	72,589	82,432	83,835	77,906	—	—	—	—	—
National Crime Squad	140,364	162,541	161,767	152,070	—	—	—	—	—
National Policing Improvement Agency	—	—	—	—	—	401,694	410,204	402,091	403,919
Serious Organised Crime Agency	7,886	7,380	7,261	6,538	387,053	394,701	415,498	424,498	426,498
Protect the public from terrorism	87,149	132,495	163,953	250,850	188,441	576,244	788,973	858,000	889,000
<i>of which:</i>									
Office for Security and Counter-Terrorism	87,149	132,495	163,953	250,850	188,441	576,244	788,973	858,000	889,000
Secure our borders and control migration for the benefit of the country	1,857,252	1,892,885	1,622,269	1,530,478	1,472,881	1,409,845	1,377,405	1,398,433	1,425,633
<i>of which:</i>									
Office of the Immigration Services Commissioner	3,610	3,275	3,836	149	4,380	4,427	3,591	3,591	3,670
UK Border Agency	1,853,622	1,889,610	1,618,433	1,530,329	1,468,501	1,405,418	1,373,814	1,394,842	1,421,963
Kosovan evacuees	20	—	—	—	—	—	—	—	—
Safeguard people's identity and the privileges of citizenship	-11,350	-22,237	-8,672	-18,868	30,396	40,540	93,130	124,500	164,800
<i>of which:</i>									
Identity and Passport Service	-11,350	-22,237	-8,672	-18,868	30,396	40,540	93,130	124,500	164,800

Table 5.2 Resource budget DEL and AME (continued)

£'000	2002-03 Outturn	2003-04 Outturn	2004-05 Outturn	2005-06 Outturn	2006-07 Outturn	2007-08 Estimated outturn	2008-09 Plans ⁽²⁾	2009-10 Plans ⁽²⁾	2010-11 Plans ⁽²⁾
Central services	228,340	204,358	241,827	215,826	228,450	239,025	329,226	312,532	334,711
<i>of which:</i>									
Central services	196,773	175,129	195,112	193,577	214,255	215,721	204,696	201,597	201,564
Research and Statistics Directorate	31,567	29,229	46,715	22,249	14,195	23,304	27,193	29,098	29,110
Departmental unallocated provision	—	—	—	—	—	—	97,337	81,837	104,037
Total resource budget DEL	7,313,479	7,903,101	7,962,973	8,281,535	8,329,510	8,638,396	9,065,914	9,313,025	9,606,623
<i>of which:</i>									
Near-cash	7,163,372	7,814,233	7,882,444	8,166,241	8,170,652	8,505,726	8,863,914	9,116,025	9,417,623
<i>of which:</i> ⁽¹⁾									
Pay	473,014	514,470	1,005,682	1,041,176	1,108,780	1,255,557	—	—	—
Procurement	1,904,281	1,934,465	1,503,451	1,284,693	1,514,912	1,543,275	1,341,903	1,354,518	1,387,597
Current grants and subsidies to the private sector and abroad	97,443	51,188	249,825	266,909	71,349	85,485	108,725	114,871	116,758
Current grants to local authorities	4,816,359	5,520,310	5,612,543	5,994,150	5,823,613	6,013,830	6,460,656	6,760,854	6,987,749
Depreciation	120,100	79,421	63,931	85,837	93,565	156,991	164,525	185,618	201,636
Resource AME									
Lead visible, responsive and accountable policing	1,690,148	40,252	674	4,140	290,750	355,896	542,900	620,000	730,000
<i>of which:</i>									
Police (including grants)	1,690,148	40,252	674	4,140	290,750	355,896	542,900	620,000	730,000
Independent Police Complaints Commission	—	—	—	—	—	—	—	—	—
Central Police Training and Development Authority	—	—	—	—	—	—	—	—	—
Total resource budget AME	1,690,148	40,252	674	4,140	290,750	355,896	542,900	620,000	730,000
<i>of which:</i>									
Near-cash	1,690,148	40,252	674	4,140	290,750	355,896	542,900	620,000	730,000
<i>of which:</i> ⁽¹⁾									
Pay	—	—	—	—	—	—	—	—	—
Procurement	—	—	—	—	—	—	—	—	—
Current grants and subsidies to the private sector and abroad	—	—	—	—	—	—	—	—	—
Current grants to local authorities	—	—	—	—	290,751	354,999	549,000	620,000	730,000
Depreciation	—	—	—	—	—	—	—	—	—
Total resource budget	9,003,627	7,943,353	7,963,647	8,285,675	8,620,260	8,994,292	9,608,814	9,933,025	10,336,623

⁽¹⁾ The breakdown of near-cash in resource DEL by economic category may exceed the total near-cash resource DEL reported above because of other income and receipts that score in near-cash resource DEL but are not included as pay, procurement, or current grants and subsidies to the private sector, abroad and local authorities.

⁽²⁾ For subheadings shown below each strategic objective forward plans are indicative figures.

Table 5.3 Capital budget DEL and AME

£'000	2002-03 Outturn	2003-04 Outturn	2004-05 Outturn	2005-06 Outturn	2006-07 Outturn	2007-08 Estimated outturn	2008-09 Plans	2009-10 Plans	2010-11 Plans
Capital DEL									
Cut crime, especially violent, drug and alcohol-related crime	80,858	12,137	30,971	25,036	33,879	27,500	21,600	22,500	22,500
<i>of which:</i>									
Crime reduction	80,858	6,000	24,785	23,805	11,717	21,000	19,498	21,000	21,000
Drugs	—	—	2,174	800	20,262	4,500	1,500	1,500	1,500
Security Industry Authority	—	6,137	4,012	431	1,900	2,000	100	—	—
Independent Safeguarding Authority	—	—	—	—	—	—	502	—	—
Lead visible, responsive and accountable policing	498,757	538,331	410,923	444,438	423,008	447,562	418,316	415,048	422,400
<i>of which:</i>									
Police (including grants)	444,279	386,570	307,594	342,128	173,249	242,927	213,919	246,248	259,600
Police Complaints Authority	182	62	—	—	—	—	—	—	—
Independent Police Complaints Commission	—	10,449	3,744	540	5	1,862	2,100	2,100	2,100
Central Police Training and Development Authority	2,968	14,271	15,777	6,747	132,573	—	—	—	—
Police Information Technology Organisation	14,833	90,549	62,808	83,422	2,175	—	—	—	—
National Criminal Intelligence Service	20,823	13,162	4,905	2,439	73,320	—	—	—	—
National Crime Squad	8,441	15,142	8,977	6,845	—	—	—	—	—
National Policing Improvement Agency	—	—	—	—	—	161,087	160,597	125,000	119,000
Serious Organised Crime Agency	7,231	8,126	7,118	2,317	41,686	41,686	41,700	41,700	41,700
Protect the public from terrorism	27,013	3,822	35,215	90,540	30,994	104,389	138,893	136,182	135,500
<i>of which:</i>									
Office for Security and Counter-Terrorism	27,013	3,822	35,215	90,540	30,994	104,389	138,893	136,182	135,500
Secure our borders and control migration for the benefit of the country	28,939	111,571	74,789	19,360	43,559	159,607	170,797	98,630	96,000
<i>of which:</i>									
Office of the Immigration Services Commissioner	31	369	56	—	35	—	—	—	—
UK Border Agency	28,908	111,202	74,733	19,360	43,524	159,607	170,797	98,630	96,000
Safeguard people's identity and the privileges of citizenship	—	11,014	31,951	50,770	57,153	37,897	96,394	96,640	67,000
<i>of which:</i>									
Identity and Passport Service	—	11,014	31,951	50,770	57,153	37,897	96,394	96,640	67,000

Table 5.3 Capital budget DEL and AME (continued)

£'000	2002-03 Outturn	2003-04 Outturn	2004-05 Outturn	2005-06 Outturn	2006-07 Outturn	2007-08 Estimated outturn	2008-09 Plans	2009-10 Plans	2010-11 Plans
Central services	18,285	1,849	2,385	-4,590	3,650	3,004	8,000	13,000	109,600
<i>of which:</i>									
Central services	18,241	1,849	24	-4,590	2,392	1,002	4,000	1,000	1,000
Research and Statistics Directorate	44	—	2,361	—	1,258	2,002	4,000	2,000	2,000
Departmental unallocated provision	—	—	—	—	—	—	—	10,000	106,600
Total capital budget DEL	653,852	678,724	586,234	625,554	592,243	779,959	854,000	782,000	853,000
<i>of which:</i>									
Capital expenditure on fixed assets net of sales ⁽¹⁾	155,986	280,492	164,468	144,576	389,422	413,451	526,283	399,642	359,816
Capital grants to the private sector and abroad	173,783	10,634	4	—	24,347	72,719	29,178	27,451	27,319
Net lending to private sector	—	—	—	—	—	—	—	—	—
Capital support to public corporations	-2,448	-219	—	—	—	—	—	—	—
Capital support to local authorities ⁽²⁾	326,531	387,817	358,954	400,496	178,339	285,440	294,041	360,128	376,337
Capital AME									
Total capital budget AME	—	—	—	—	—	—	—	—	—
Total capital budget	653,852	678,724	586,234	625,554	592,243	779,959	854,000	782,000	853,000
<i>of which:</i>									
Capital expenditure on fixed assets net of sales†	155,986	280,492	164,468	144,576	389,422	413,451	526,283	399,642	359,816
Less depreciation ⁽³⁾	120,100	79,421	63,931	85,837	93,565	156,991	164,525	185,618	201,636
Net capital expenditure on tangible fixed assets	35,886	201,071	100,537	58,739	295,857	256,460	361,758	214,024	158,180

⁽¹⁾ Expenditure by the department and NDPBs on land, buildings and equipment, net of sales. Excludes spending on financial assets and grants, and public corporations' capital expenditure.

⁽²⁾ This does not include loans written off by mutual consent that score within non-cash resource budgets.

⁽³⁾ Included in resource budget.

Table 5.4 Home Office capital employed

£'000	2002-03 Outturn	2003-04 Outturn	2004-05 Outturn	2005-06 Outturn	2006-07 ⁽¹⁾ Outturn	2007-08 ⁽²⁾ Plans	2008-09 Plans	2009-10 Plans	2010-11 Plans
Fixed assets									
Intangible	330	363	391	411	422	1,256	1,294	1,329	1,366
Tangible	402,330	441,878	476,593	500,219	513,946	633,975	652,994	670,952	689,403
<i>of which:</i>									
Land and buildings	221,022	242,748	261,819	274,798	282,339	283,293	291,792	299,816	308,061
Plant and machinery	78,831	86,580	93,382	98,011	100,701	295,754	304,627	313,004	321,611
Vehicles	29,974	32,920	35,506	37,266	38,289	1,790	1,844	1,894	1,946
Computers	72,503	79,630	85,886	90,143	92,617	53,138	54,732	56,237	57,784
Investments	53,778	59,064	63,704	66,862	68,967	68,453	70,507	72,446	74,438
Current assets	701,032	769,942	830,430	871,596	895,515	1,189,539	1,225,225	1,258,919	1,293,539
Creditors (<1 year)	(1,128,105)	(1,238,995)	(1,336,333)	(1,402,577)	(1,441,068)	(1,453,678)	(1,497,288)	(1,538,464)	(1,580,772)
Creditors (>1 year)	(5,915)	(6,496)	(7,007)	(7,354)	(7,556)	(3,729)	(3,841)	(3,946)	(4,055)
Provisions	(64,865)	(71,241)	(76,838)	(80,647)	(82,860)	(66,461)	(68,455)	(70,337)	(72,272)
Capital employed within main Department	(41,415)	(45,486)	(49,059)	(51,491)	(52,904)	369,355	380,436	390,898	401,647
NDPB net assets ⁽²⁾	(276,416)	(303,587)	(327,437)	(343,669)	(353,100)	(350,232)	(360,739)	(370,659)	(380,852)
Total capital employed in departmental group	(317,830)	(349,072)	(376,496)	(395,160)	(406,004)	19,123	19,697	20,238	20,795

⁽¹⁾ Data for 2006-07 are taken from the relevant accounts. Data for 2007-08 are provisional and based on the latest available figures; forward and historical projections are a broad estimate based on application of HM Treasury GDP deflators. MOG changes over time and accounts restatements prevent an historical series based on comparable data.

⁽²⁾ The large negative figures are driven by SOCA pension liabilities falling due in future years. SOCA net liabilities are £440,458,000

Table 5.5 Administration Costs

£'000	2002-03 Outturn	2003-04 Outturn	2004-05 Outturn	2005-06 Outturn	2006-07 Outturn	2007-08 Estimated outturn	2008-09 Plans	2009-10 Plans	2010-11 Plans
Administration expenditure									
Paybill	280,712	265,009	348,432	355,226	270,915	260,057	—	—	—
Other	394,623	457,832	417,189	526,520	501,501	223,686	—	—	—
Total administration expenditure	675,335	722,841	765,621	881,746	772,416	483,743	529,035	519,010	509,009
Administration income	-176,134	-234,635	-311,123	-441,497	-376,747	-106,002	-99,986	-99,986	-99,986
Total administration budget⁽⁴⁾	499,201	488,206	454,498	440,249	395,669	377,741	429,049	419,024	409,023
Analysis by activity									
Cut crime, especially violent, drug and alcohol-related crime	49,056	23,285	17,881	6,340	10,168	33,060	34,319	33,927	32,770
Lead visible, responsive and accountable policing	52,672	65,854	27,834	35,857	31,671	21,788	22,184	20,715	20,546
Protect the public from terrorism	87,149	108,355	102,194	96,733	20,414	11,606	19,793	19,820	19,820
Secure our borders and control migration for the benefit of the country	112,734	129,892	123,508	144,515	126,037	106,199	110,137	108,363	105,724
Safeguard people's identity and the privileges of citizenship	-10,371	-22,468	-22,338	-33,996	9,496	650	3,147	3,236	3,158
Central services	176,694	154,247	176,912	176,004	186,475	192,900	182,966	176,318	172,277
Departmental unallocated provision	—	—	—	—	—	—	44,010	44,541	42,922
Research and Statistics Directorate	31,267	29,041	28,507	14,796	11,408	11,538	12,493	12,104	11,812
Total administration budget⁽⁴⁾	499,201	488,206	454,498	440,249	395,669	377,741	429,049	419,024	409,023

⁽⁴⁾ The total administration budgets for 2007-08 and 2008-09 are not on a consistent basis. There are further Machinery of Government changes affecting the CSR years. 2008-09 figures also include the Departmental Unallocated Provision and an increased administration budget for OSCT.

Table 5.6 Staff numbers 2007–08

Area	Permanent	Casuals	Agency and contractors	Total (Full-time equivalent)
Crime Reduction and Community Safety Group	577	6	31	613
Her Majesty's Inspectorate of Constabulary	123	10	3	136
Finance and Commercial Group	547	—	107	655
Human Resources	429	23	17	468
Science and Research Group	329	21	16	366
Strategy and Reform Directorate	73	3	0	76
International Directorate	31	—	—	31
Communication Directorate	153	1	17	171
Legal Advisers Branch	50	0	2	52
Private Office	69	0	0	69
Office for Security and Counter-Terrorism	259	0	182	442
Total	2,639	63	375	3,078
Border and Immigration Agency	17,361	74	719 ⁽¹⁾	18,154
Identity and Passport Service	3,415	0	182	3,601
Criminal Records Bureau	457	7	2	466
Total Home Office	23,872	144	1,282	25,299

⁽¹⁾ Agency and contractors data for BIA includes agency workers and contractors and those staff on paid loan, conditional appointment, incoming secondees and unpaid contractors.

Table 5.7 Staff numbers 2001–02 to 2009–10 ^{(1) (6)}

	2001 Outturn	2002 Outturn	2003 Outturn	2004 Outturn	2005 Outturn	2006 Outturn	2007 Outturn	2007/08 Q4 Actuals	2009 Plans	2010 Plans
Home Office – Headquarters										
Civil Service permanent full-time equivalent (FTE)	11,962	13,509	18,321	18,128	19,874	20,371	21,224	2,639	2,962	2,951
Casuals	304	143	303	293	312	338	403	63	10	10
Agency and contractors	—	—	—	—	—	—	2,450	375	210	195
Total	12,266	13,652	18,624	18,421	20,186	20,709	24,077	3,078	3,182	3,156
Border and Immigration Agency/UK Border Agency										
Civil Service permanent FTE	—	—	—	—	—	—	—	17,361	17,300	17,100
Casuals	—	—	—	—	—	—	—	74	150	100
Agency and contractors ⁽²⁾	—	—	—	—	—	—	—	719	250	100
Total	—	—	—	—	—	—	—	18,154	17,700	17,300
UK Passport Service/Identity and Passport Service										
Civil Service permanent FTE	1,943	2,169	2,754	2,564	2,822	2,822	3,333	3,415	3,964	4,114
Casuals	343	133	20	41	64	64	5	—	—	—
Agency and contractors	—	—	—	—	—	—	310	186	26	26
Total	2,286	2,302	2,774	2,605	2,886	2,886	3,648	3,601	3,990	4,140
Criminal Records Bureau										
Civil Service permanent FTE	—	—	—	—	—	—	380	457	535	632
Casuals	—	—	—	—	—	—	5	7	—	—
Agency and contractors	—	—	—	—	—	—	—	2	—	—
Total	—	—	—	—	—	—	385	466	535	632
Prison Service⁽³⁾										
Civil Service permanent FTE	41,953	42,087	45,550	45,550	46,423	46,128	46,906	—	—	—
Casuals	1,010	1,151	1,425	1,425	1,021	1,024	1,110	—	—	—
Agency and contractors	—	—	—	—	—	—	—	—	—	—
Total	42,963	43,238	46,975	46,975	47,444	47,152	48,016	—	—	—
Forensic Science Service⁽⁴⁾										
Civil Service permanent FTE	1,996	2,476	2,382	2,382	2,421	2,523	—	—	—	—
Casuals	10	20	5	5	9	89	—	—	—	—
Agency and contractors	—	—	—	—	—	—	—	—	—	—
Total	2,006	2,496	2,387	2,387	2,430	2,612	—	—	—	—
Fire Service College ⁽⁵⁾										
Civil Service permanent FTE	177	186	—	—	—	—	—	—	—	—
Casuals	10	9	—	—	—	—	—	—	—	—
Agency and contractors	—	—	—	—	—	—	—	—	—	—
Total	187	195	—	—	—	—	—	—	—	—

Table 5.7 Staff numbers 2001–02 to 2009–10 ⁽¹⁾ ⁽⁶⁾ (continued)

	2001 Outturn	2002 Outturn	2003 Outturn	2004 Outturn	2005 Outturn	2006 Outturn	2007 Outturn	2007/08 Q4 Actuals	2009 Plans	2010 Plans
All HO departments including agencies										
Civil Service permanent full-time equivalent	58,031	60,427	69,007	68,624	71,540	71,844	71,843	23,872	24,761	24,797
Casuals	1,677	1,456	1,753	1,764	1,406	1,515	1,523	144	160	110
Agency and contractors	—	—	—	—	—	—	2,760	1,282	486	321
Total	59,708	61,883	70,760	70,388	72,946	73,359	76,126	25,299	25,407	25,228

Notes:

- (1) FTEs as at 31 March in each year.
- (2) Number includes staff on paid loan, conditional appointments, incoming secondees and unpaid contractors.
- (3) The Prison Service joined the Ministry of Justice as part of the Machinery of Government changes in May 2007.
- (4) The Forensic Science Service ceased to be part of the Home Office in December 2005.
- (5) The Fire Service College ceased to be part of the Home Office in June 2001.
- (6) The statistics in this table are not designed to describe changes in staffing within the Department's HQ (which is subject to a target to reduce by 2,700 (revised to 2,327) FTE posts by the end of March 2008). The 'Home Office – Headquarters' figures show a decrease because:
 - i) the Border and Immigration Agency became a shadow agency in May 2007;
 - ii) the Machinery of Government changes resulted in staff in the Prison Service, the National Offender Management Service and the Office for Criminal Justice Reform moving from the Home Office into the newly created Ministry of Justice.

Table 5.8 Home Office identifiable expenditure on services, by country and region

£ millions	2002–03 Outturn	2003–04 Outturn	2004–05 Outturn	2005–06 Outturn	2006–07 Outturn	2007–08 Plans	2008–09 Plans	2009–10 Plans	2010–11 Plans
North East	151.5	62.6	57.5	59.5	68.8	60.5	64.2	63.6	66.4
North West	380.3	155.5	147.2	153.6	179.0	155.7	165.2	163.1	169.6
Yorkshire and Humberside	263.6	109.0	101.2	104.7	121.5	106.6	113.2	111.8	116.4
East Midlands	207.9	86.2	78.2	80.6	93.0	82.6	87.5	86.7	90.3
West Midlands	252.9	108.3	108.9	112.6	130.2	114.1	121.2	119.8	124.6
Eastern	231.3	95.0	94.2	98.3	113.6	101.0	106.9	106.0	110.3
London	735.1	294.9	299.5	315.5	359.6	290.6	305.7	303.1	315.6
South East	351.7	142.0	140.1	146.0	169.1	149.6	158.3	156.8	163.0
South West	215.2	89.5	88.5	92.4	107.2	95.9	101.5	100.7	104.9
Total England	2789.4	1143.0	1115.4	1163.1	1341.9	1156.5	1223.6	1211.6	1261.0
Scotland	0.0	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Wales	144.8	59.7	58.6	60.4	70.0	62.5	66.5	65.8	68.7
Northern Ireland	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total UK identifiable expenditure	2934.1	1203.0	1174.0	1223.5	1411.9	1219.0	1290.0	1277.4	1329.7
Outside UK	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total identifiable expenditure	2934.1	1203.0	1174.0	1223.5	1411.9	1219.0	1290.0	1277.4	1329.7
Non-identifiable expenditure	1564.1	1641.6	1815.7	1612.4	1684.3	2393.3	2539.2	2561.7	2670.9
Total expenditure on services	4498.2	2844.7	2989.7	2835.9	3096.1	3612.3	3829.2	3839.1	4000.6

Table 5.9 Home Office identifiable expenditure, by country and region (£ per head)

£ per head	2002-03 Outturn	2003-04 Outturn	2004-05 Outturn	2005-06 Outturn	2006-07 Outturn	2007-08 Plans	2008-09 Plans	2009-10 Plans	2010-11 Plans
North East	59.6	24.6	22.6	23.3	26.9	23.3	24.7	24.4	25.5
North West	56.1	22.9	21.6	22.5	26.1	22.4	23.6	23.2	24.0
Yorkshire and Humberside	52.7	21.7	20.0	20.5	23.6	20.7	21.8	21.3	22.0
East Midlands	49.3	20.3	18.2	18.6	21.3	18.9	19.8	19.5	20.1
West Midlands	47.8	20.4	20.4	21.0	24.3	21.0	22.2	21.8	22.6
Eastern	42.6	17.4	17.1	17.7	20.3	18.0	18.8	18.5	19.0
London	99.9	40.0	40.5	42.3	47.9	38.6	40.1	39.4	40.7
South East	43.7	17.6	17.2	17.8	20.5	18.1	19.0	18.6	19.2
South West	43.3	17.9	17.6	18.2	20.9	18.6	19.6	19.2	19.8
Total England	56.2	22.9	22.3	23.0	26.4	22.6	23.8	23.3	24.1
Scotland	0.0	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Wales	49.6	20.4	19.9	20.4	23.6	21.0	22.2	21.9	22.7
Northern Ireland	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total UK identifiable expenditure	49.5	20.2	19.6	20.3	23.3	20.0	21.0	20.7	21.3

Table 5.10 Home Office identifiable expenditure on services by function, country and region, for 2006–07 (£ millions)

	North East	North West	Yorkshire and Humberside	East Midlands	West Midlands	Eastern	London	South East	South West	England	Scotland	Wales	Northern Ireland	UK identifiable expenditure	Outside UK	Total identifiable expenditure	Not identifiable	Total £ millions	
Public order and safety																			
Police services	56.2	146.5	97.8	72.9	104.2	88.3	320.6	131.9	83.0	1101.4	0.0	55.2	0.0	1156.6	0.0	1156.6	1684.3	2840.8	
<i>of which: immigration and citizenship</i>	0.2	1.1	0.9	0.9	1.5	1.0	18.2	1.7	0.4	25.7	0.0	0.0	0.0	25.7	0.0	25.7	1684.3	1710.0	
<i>of which: other police services</i>	56.0	145.4	96.9	72.0	102.7	87.3	302.4	130.3	82.6	1075.6	0.0	55.2	0.0	1130.8	0.0	1130.8	0.0	1130.8	
Law courts	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
R&D public order and safety	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	14.0	0.0	1.6	0.0	15.5	0.0	15.5	0.0	15.5	
Public order and safety n.e.c.	11.0	31.0	22.1	18.5	24.5	23.7	37.4	35.6	22.7	226.6	0.0	13.3	0.0	239.8	0.0	239.8	0.0	239.8	
Total public order and safety	68.8	179.0	121.5	93.0	130.2	113.6	359.6	169.1	107.3	1341.9	0.0	70.0	0.0	1411.9	0.0	1411.9	1684.3	3096.1	
Social protection																			
Old age	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Total social protection	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
TOTAL FOR HOME OFFICE	68.8	179.0	121.5	93.0	130.2	113.6	359.6	169.1	107.3	1341.9	0.0	70.0	0.0	1411.9	0.0	1411.9	1684.3	3096.1	

Table 5.11 Distribution of Senior Civil Service (SCS) salaries as at end of March 2008

Salary bands	SCS headcount within the range as at end of March 2008	%
55-60	18	11.0
60-65	17	10.4
65-70	16	9.8
70-75	20	12.3
75-80	24	14.7
80-85	18	11.0
85-90	8	4.9
90-95	4	2.5
95-100	1	0.6
100-105	9	5.5
105-110	2	1.2
110-115	0	0.0
115-120	4	2.5
120-125	4	2.5
125-130	3	1.8
130-135	6	3.7
135-140	0	0.0
140-145	2	1.2
145-150	0	0.0
150-155	1	0.6
155-160	2	1.2
160-165	0	0.0
165-170	0	0.0
170-175	1	0.6
175-180	1	0.6
180-185	1	0.6
185-190	0	0.0
190-195	0	0.0
195-200	0	0.0
200-205	0	0.0
205-210	1	0.6
		100.0

Staff numbers include SCS in the Home Office headquarters (excluding those that moved to the Ministry of Justice as part of the Machinery of Government changes), UK Border Agency, Identity and Passport Service and Criminal Records Bureau. It does not include SCS equivalents, such as HM Inspectors of Constabulary etc.





Chapter 6

PUBLIC ACCOUNTS
COMMITTEE AND HOME
AFFAIRS COMMITTEE
REPORTS

CHAPTER 6

Public Accounts Committee and Home Affairs Committee reports

PUBLIC ACCOUNTS COMMITTEE REPORTS

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

Two NAO reports were the subject of PAC hearings in the 2006–07 Committee Session. These were:

- tackling anti-social behaviour; and
- the introduction of ePassports.

In both cases the PAC report was produced after the publication of our Annual Report for 2006–07.

For these two reports, a summary of the main PAC conclusions – as well as the action taken by the Home Office to address the recommendations – is presented below. The full version of each PAC report and the corresponding Treasury Minute are available at: www.parliament.uk/parliamentary_committees/committee_of_public_accounts/committee_of_public_accounts_reports_and_publications.cfm.

One NAO report was the subject of a PAC hearing in the 2007–08 Committee Session. This was *The cancellation of the Bicester Accommodation Centre*. The PAC report in respect of this hearing has not yet been published. The Government's response will be published during 2008–09.

REPORTS AND RESPONSES

Identity and Passport Service: Introduction of ePassports

The PAC report on ePassports,²⁴ published on 10 October 2007, examined the lessons learnt from the introduction of ePassports and how these should be incorporated into future projects. The report examined the transition that resulted in the Identity and Passport Service now issuing all UK passports – some six million per year – as ePassports, containing a contactless electronic chip embedded in the passport booklet. The chip stores the same biographical data as is included in the passport, together with a digital facial image of the passport holder. The ePassport is designed to be read at border controls and means that the UK passport is now one of the most secure in the world.

The successful introduction of ePassports also means that British travellers are able to continue to benefit from visa-free travel to the United States for short visits, as it has enabled the UK to remain part of the United States visa waiver scheme. All seven regional passport offices (in Belfast, Durham, Glasgow, Liverpool, Newport, Peterborough and London) are now equipped with free self-service ePassport readers to enable holders of ePassports to view the information stored within the chip embedded in the passport booklet.

The PAC's conclusion was that the Identity and Passport Service had successfully delivered the ePassport project on time, to cost and to quality standards, and that the roll-out of the first generation of ePassports offered an example of successful project management and procurement to others contemplating introducing a new service or improving an existing one. The Government's

²⁴ *Identity and Passport Service: Introduction of ePassports* (2006–07 Session, HC 362) (www.publications.parliament.uk/pa/cm200607/cmselect/cmpublic/362/362.pdf).

response accepting the report's conclusions was published on 18 December 2007.²⁵

Tackling anti-social behaviour

The Public Accounts Committee published its report on anti-social behaviour on Tuesday 24 July 2007. The Committee examined evidence from the Home Office and the former Respect Task Force, emerging from the sample of 893 cases of individuals receiving anti-social behaviour interventions reviewed by the National Audit Office. We accepted all six of its conclusions.

The broad outcome is that we have provided practitioners with training and guidance on the anti-social behaviour tools and powers and we are about to launch a comprehensive guide to follow up the recent series of 16 workshops nationwide. We have commissioned research into all of the anti-social behaviour tools and powers which is due to report later this year. Further emphasis on support measures attached to ASBOs has been made by seeking provision to have a statutory one year review of ASBOs on young people and to widen the scope for use of Individual Support Orders. We have also worked with the Ministry of Justice to improve the data collection system.

HOME AFFAIRS COMMITTEE REPORTS

The Home Affairs Committee (HAC) is charged with examining the expenditure, policy and administration of the Home Office and its associated public bodies. In carrying out this remit, the HAC aims to strike a balance between inquiries into major policy issues, scrutiny of Bills or draft Bills, and 'one-off' evidence sessions investigating other aspects of the work of the department. HAC reports are available at www.publications.parliament.uk/pa/cm/smhaff.htm.

Between April 2007 and March 2008, the HAC published reports including *Justice and Home Affairs Issues at European Union Level*, *Young Black People and the Criminal Justice System*, *Police Funding*, *The Government's Counter-Terrorism Proposals*, *Bulgarian and Romanian Accession to the EU: Twelve months on* and *Security Industry Authority: Licensing of Applicants*.

In addition, the Home Secretary, Home Office Ministers and officials appeared before the HAC to give evidence at sessions on:

- the future of the Home Office;
- the creation of the Office for Security and Counter-Terrorism (OSCT);
- police funding;
- the work of the Home Office;
- the Security Industry Authority (SIA);
- the Government's Counter-Terrorism Bill;
- the work of the Border and Immigration Agency (BIA);
- the work of the Serious Organised Crime Agency (SOCA);
- identity cards and data security issues;
- UK immigration issues;
- the Home Office Annual Report;
- police pay;
- the surveillance society; and
- domestic violence.

²⁵ Treasury Minute on the Public Account Committee's 49th Report, 2006–2007 session (see: www.official-documents.gov.uk/document/cm72/7276/7276.pdf)

The reports and evidence sessions are available at: www.parliament.uk/parliamentary_committees/home_affairs_committee/home_affairs_committee_reports_and_publications.cfm.

REPORTS AND RESPONSES

Justice and Home Affairs Issues at European Union Level

The HAC published the results of its inquiry into European Union (EU) justice and home affairs issues in June 2007. The inquiry examined the challenges facing the EU, particularly in relation to cross-border crime and border control, and the effectiveness of EU policy and procedures in responding to such challenges.

The Committee recommended that policy initiatives should only be pursued at an EU level where there was a solid evidence base that an EU approach would make a practical policy difference. This was a position that the Government supported. The inquiry praised the contributions of Europol, Eurojust and Frontex to tackling crime and preventing illegal migration, and recognised the value of agreements on the exchange of criminal records and other data sharing measures. The HAC also endorsed a number of the UK's policy positions on EU justice and home affairs measures – including resisting measures to harmonise the criminal justice system (CJS) and applying uniform criminal procedural rights.

The Government had already acknowledged the need, as identified by the inquiry, to improve its liaison with law enforcement agencies – the Law Enforcement Forum was set up in February 2007 for this express purpose. Furthermore, the Government agreed to pursue a number of the report's recommendations, including enhancing EU data protection measures, improving Europol's operational effectiveness, and monitoring the application of the European arrest warrant.

The Committee questioned whether there was a need to change the decision-making procedures for matters related to police and judicial co-operation, and called for full and specific parliamentary consideration of any such proposals. The Treaty of Lisbon moves decision making for the majority of justice and home affairs issues from unanimity to qualified majority voting, but with a specific UK opt-in that allows the Government

to choose the measures that it will participate in. The Treaty of Lisbon, and the changes to the justice and home affairs decision-making procedures, are being subjected to full parliamentary debate. The Treaty can only be implemented with Parliament's consent.

Young Black People and the Criminal Justice System

While recognising the Government's commitment to improving CJS outcomes, the HAC was concerned that there had been little movement in changing outcomes for young black people. The three key factors that the HAC recognised as contributing to young black people's over-representation in the CJS are:

- social exclusion – both historic and current – the key primary cause;
- factors specific to the black community – such as family patterns, fuelled by socio-economic deprivation; and
- the operation of the CJS – including the reality and perception of discrimination.

Of the 66 recommendations identified in the main report, the Government accepted 60 and rejected six.

In December 2007 the Government published an action plan that set out the details of the strategy to deliver the commitments made in the response. The Lord Chancellor and Justice Secretary will act as the Ministerial champion for the work programme. The strategy will be overseen at a Ministerial level by the National Criminal Justice Board and Ministers will receive quarterly progress reports that will enable them to oversee progress and drive delivery. An annual report on progress against the commitments will be published in October 2008.

Police Funding

This report considered the impact of the additional funding that the police have received since 1997, and looked ahead to the Comprehensive Spending Review funding settlement for the police. It looked at efficiency and shared services as well as the role of Police Community Support Officers (PCSOs) and police bureaucracy. The Government's response was published on 22 October 2007.

The Government's Counter-Terrorism Proposals

This report concerned the Government's proposals for the Counter-Terrorism Bill, which had been out for consultation during the summer of 2007. The report focused almost exclusively on the Government's argument for an extension of the current maximum pre-charge detention limits and perceived alternatives to lengthy pre-charge detention.

The HAC concluded that the Government and others had not made a convincing case of the need to extend the limits of pre-charge detention now, but accepted that the threat was real and that there could be cases in the future where suspects would need to be held beyond the current limit of 28 days. The HAC also accepted that the Civil Contingencies Act (CCA) 2004 was not a suitable way of dealing with the problem, but urged the Government to look at aspects of the CCA with a view to incorporating key elements of it into the Government's proposal. The HAC also urged the Government to introduce intercepted communications as evidence in criminal cases and to permit post-charge questioning in terrorism cases.

Bulgarian and Romanian Accession to the EU: Twelve months on

This short report, published on 17 January 2008, analysed the accession of Bulgaria and Romania to the EU and the decision to continue to restrict access to the UK labour market for nationals from these countries. It noted that 32,238 Bulgarian and Romanian nationals had been registered on the scheme, which had cost less to run than published estimates, and that BIA operations to combat illegal working had not encountered large numbers of people from these countries.

The report identified the following issues:

- potential low-skilled labour shortages;
- the possible risk of migrants continuing to claim benefits fraudulently on return to their native countries; and
- the disappointment of the Romanian government that the restrictions had not been lifted.

No formal response to this report was required, but Meg Hillier MP wrote to the HAC on 13 February 2008 to thank them for the report and to reiterate the Government's commitment to reviewing the restrictions before the end of 2008.

Security Industry Authority: Licensing of Applicants

The HAC report expressed concern that the process for licensing and employing security workers had given rise to a situation in which illegal migrant workers had gained employment in the private security industry. It stated that the licence application form would be an expedient means of ensuring that the immigration status of security industry workers was always considered. The report welcomed the announcement from the Home Secretary that she was encouraging the SIA to amend its licence application form to include a declaration from applicants of their right to work in the UK. The report also recommended that the Home Secretary provide the HAC with further updates in March and June 2008.

Progress has already been made.

- The SIA has commenced work on amending the application form as recommended by the HAC, which includes the making of a negative order to amend the form, as its content is set out in secondary legislation.
- Vernon Coaker made a Written Ministerial Statement to the House on 31 January 2008, which updated the House on the latest position regarding the revocation of SIA licences following immigration checks.
- Ministers undertook to write to the HAC in March and June 2008.

EVIDENCE SESSIONS

In addition the Home Secretary, Home Office Ministers and officials appeared before the HAC to give evidence at sessions. A brief summary of each is set out below.

The future of the Home Office

On 24 April 2007, the then Home Secretary John Reid, the Home Office Permanent Secretary Sir David Normington and Ursula Brennan (the Chief Executive of the Office for Criminal Justice Reform) appeared before the HAC. The evidence session concentrated on the creation of the Ministry of Justice, and points raised included:

- rationale for the Ministry of Justice;
- costs and benefits involved;
- responsibilities in relation to future legislation, especially criminal justice legislation;
- issues falling between the Home Office and the Ministry of Justice;
- judicial independence and other concerns of the judiciary, including enshrining the Home Office/Ministry of Justice split in legislation;
- potential difficulties in working with the Ministry of Justice;
- risk assessments in relation to interdepartmental co-ordination;
- the 'core role' of the Home Office in relation to criminal justice and sentencing policy;
- parliamentary scrutiny of criminal justice and sentencing policy;
- the National Criminal Justice Board; responsibilities at local level; and
- mechanisms for co-ordinating committees relating to communication between the Home Office and Ministry of Justice.

The creation of the Office for Security and Counter-Terrorism

This session covered:

- the deficiencies that the OSCT will address;
- responsibility for countering terrorism across government;
- personnel;
- recruitment;
- costs; and
- publication of an annual report.

In terms of the counter-terrorism strategy, the session covered:

- splitting the winning of hearts and minds between the Home Office and the DCA;

- overall government strategy; and
- the preoccupation with overall strategy at the expense of day-to-day Home Office concerns.

Police funding

The Minister of State for Security, Counter-terrorism, Crime and Policing, Tony McNulty, gave evidence on 22 May 2007. The main points raised were:

- police use of resources;
- the Comprehensive Spending Review funding settlement;
- PCSOs;
- police performance indicators;
- collaboration; and
- bureaucracy.

The work of the Home Office

The annual evidence session on the work of the Home Office took place on 24 July 2007, when the Home Secretary and Permanent Secretary appeared before the HAC.

Counter-terrorism

The main points raised in the session included:

- the scale of the terrorist threat and how long it might last;
- intelligence from the Muslim community;
- links between British and foreign terrorists;
- agitation in universities;
- Hizb ut-Tahrir;
- radicalisation in prisons and steps taken to deal with it;
- pre-charge detention and the case for more than 28 days, including the views of the Association of Chief Police Officers, Lord Carlisle and European neighbours;
- the efficacy of control orders; and
- telephone intercept evidence being used in court.

The creation of the OSCT

Staffing, including appointing senior personnel, was discussed – along with problems during set-up.

Migration

Discussions covered:

- present levels of migration;
- the impact on housing;
- the impact on public services;
- benefits to the economy;
- the Counter-Terrorism Bill – its aims in relation to foreign prisoners and terrorists, and its presumption of deportation;
- the UK Borders Bill; and
- progress on those foreign national prisoners released without deportation.

Asylum

The session covered the target to deal with 90 per cent of claimants within six months – either through granting them asylum or removing them – as well as the issue of failed asylum seekers and their removal.

The creation of the Ministry of Justice

The main areas covered included the role of the National Offender Management Service in relation to foreign national prisoners and progress post-creation of the Ministry of Justice.

Policing

The HAC raised the subjects of:

- increased spending on policing and value for money;
- co-ordination between forces;
- the review of policing;
- delegation to Basic Command Units;
- success and accountability of SOCA;
- neighbourhood policing; and
- the role of PCSOs.

Crime reduction and community safety

Discussions centred around:

- PSA target 1;
- guns, gangs and knives and the treatment of knife crime; and
- the rehabilitation of offenders.

Security Industry Authority

The main points raised in discussion included:

- the chronology of when the SIA, BIA and Home Office officials and Ministers first became aware that numbers of illegal migrant workers were in possession of an SIA licence – and when they first informed Parliament;
- the questions included in the SIA's application form;
- action that was being taken by the SIA and BIA to identify illegal migrant workers, and related enforcement activities, including revocations of licences and arrests;
- the number of people affected; and
- action being taken to inform employers of their responsibilities and enforce employer obligations.

The Government's Counter-Terrorism Bill (Session 1)

The main areas discussed were:

- police pay and the decision by the Home Secretary to stagger the pay award for 2007;
- the consultation responses to the Government's pre-charge detention proposals, including the alternative proposal of using the Civil Contingencies Act 2004 instead of an extension to the current maximum, and the Director of Public Prosecution's view of the current pre-charge detention limits; and
- alternatives to an extension of pre-charge detention – such as increased resources or the use of the Regulation of Investigatory Powers Act to require encrypted codes.

There was also discussion of the Government's proposal to enable more than 28 days to be made available in future – but only on a temporary basis and only if there is a compelling operational need.

The work of the Border and Immigration Agency

Lin Homer, Chief Executive of the BIA, and Emily Miles, Director of the BIA's Case Resolution Directorate, appeared before the HAC on 15 January 2008. The discussion mainly focused on the deportation of foreign national prisoners and the resolution of the backlog of older cases.

Additional points of discussion included:

- the case of a Ghanaian national who was removed to Ghana;
- the resident labour market test;
- the removal of students who have overstayed their visas; and
- the impact of the expansion of the Schengen area to cover the new EU states.

The work of the Serious Organised Crime Agency

Sir Stephen Lander, the SOCA Chair, and Bill Hughes, the Director General, gave evidence on the work of SOCA. The main points raised included:

- the threat currently posed to the UK by organised crime, and how this might change in future;
- performance on asset recovery;
- co-operation with partners in tackling organised crime locally, nationally and internationally;
- SOCA's vision and objectives for the future;
- impact of SOCA's activity on organised crime;
- aspects of the market and details of what SOCA and partners are doing to tackle drug trafficking, organised immigration crime, fraud, e-crime and firearms; and
- progress in building knowledge in order to tackle serious organised crime strategically.

The Government's Counter-Terrorism Bill (Session 2)

The main points raised were:

- pre-charge detention – where the discussion centred on the case for extending, why the Civil Contingencies Act 2004 was not the answer and who was in favour of the proposals;
- the Chilcot Review of intercept as evidence, including the view of the Security Service and the timetables for further work;
- the Rose Review into the 'bugging' of a Labour MP and whether it would cover allegations of legally privileged conversations being recorded; and
- the recent Court of Appeal case in *Zafar and others*, which the Government had lost, and its implications.

Action taken includes incorporating parts of the Civil Contingencies Act 2004 into the Government's proposals on pre-charge detention and including in the Bill a measure to allow post-charge questioning.

Identity cards and data security issues

The key points raised in the evidence session were:

- how recent government data security incidents have affected the approach to the National Identity Scheme;
- how the Identity and Passport Service has responded to Cabinet Office recommendations on strengthening data security;
- access controls for the National Identity Register;
- safeguards on the transfer of data and data sharing; and
- public confidence in the National Identity Scheme.

UK immigration issues

Liam Byrne, Minister of State for Borders and Immigration, and Lin Homer, Chief Executive of the BIA, appeared before the HAC on 27 November 2007. The main points of discussion included:

- the SIA;
- the accuracy of migration statistics and their impact on the funding of local services;
- the points-based system;
- the handling of complaints about immigration centres;
- the benefits of migration for the UK; and
- future population projections.

The Home Office Annual Report

This session concentrated on immigration, crime and policing as a whole, as well as the Home Office budget.

Specific topics on immigration included Memoranda of Understanding with various countries in respect of those who need to be returned, and there were discussions between the Home Office and the Department of Health on the provision of primary care and other treatment to failed asylum seekers.

With regard to crime, specific areas included the crime strategy, gun, knife and gang crime, and drugs – the FRANK campaign. The session also discussed Sir Ronnie Flanagan's interim report on policing and police bureaucracy.

Evidence was given on the impact of the Machinery of Government changes and the creation of the Ministry of Justice on Home Office staffing levels. Evidence was also given on the challenge faced by a 5 per cent reduction in the administration budget and ongoing efficiency targets.

Police pay

The Home Secretary gave evidence on 11 December 2007. The main points raised were the role of the Home Secretary in determining police officer pay, and the 2007 police officer pay award – including the factors taken into account and the impact on the use of resources.

Surveillance society

A wide-ranging inquiry into the 'surveillance society' was announced on 27 March 2007. In April 2007 the Home Office submitted a Memorandum at the HAC's request and the Minister of State for Security, Counter-terrorism, Crime and Policing subsequently gave evidence on 18 March 2008. The main points raised during the session were:

- the ability of the Home Office and its agencies to deliver on the Government's commitment to information sharing between public sector organisations and service providers without jeopardising personal information;
- information gathered from automatic number plate recognition and CCTV cameras;
- the review of the Police and Criminal Evidence Act 1984;
- the DNA database;
- interception of e-mails and telephone calls;
- the Wilson doctrine;
- ID cards and whether there should be a specific regulatory impact assessment of the contribution that ID cards would make to immigration;
- and e-terrorism.

E-crime and social networking sites were also raised.

Domestic violence

The HAC held an inquiry into the Government's progress on domestic violence and was particularly interested in how the Home Office, as departmental lead, had been tackling the problem.

The HAC considered the national delivery plan for domestic violence and in particular focused on:

- public education and awareness-raising;
- police powers and legal protections for victims;
- criminal and civil justice processes, including the Specialist Domestic Violence Court programme;
- support for victims, including finance and refuge services;

- perpetrator programmes; and
- multi-agency approaches and the barriers to their effective operation.

As the inquiry progressed, the questioning turned to the issue of 'honour-based violence' and forced marriage. It was agreed that the Home Office had made a considerable amount of progress across all areas of the national plan, and was able to point to major areas of progress – especially in the CJS, with:

- the development of the Specialist Domestic Violence Courts;
- the roll-out of Multi-Agency Risk Assessment Conferences; and
- the emergent Independent Domestic Violence Advisers.

Specific interest was also expressed in the issue of forced marriage and victims who had no recourse to public funds. Vernon Coaker, the Parliamentary Under-Secretary of State for Crime Reduction, was able to point to the excellent work of the Forced Marriage Unit (jointly funded by the Home Office and the Foreign and Commonwealth Office), and announce a new scheme to address the 'no recourse' issue. The scheme will make a contribution to the housing and living costs of eligible applicants.

Further questions on the issue of children going missing from the school register were posed to the Department for Children, Schools and Families, and these are still under consideration.

Sources of further information

Home Office

2 Marsham Street
London SW1P 4DF

E-mail: public.enquiries@homeoffice.gsi.gov.uk

Tel: 020 7035 4848
Fax: 020 7035 4745

UK Border Agency

Lunar House
40 Wellesley Road
Croydon CR9 2BY

Employers' helpline	Tel: 0845 010 6677
Immigration enquiries	Tel: 0870 606 7766
Application forms	Tel: 0870 241 0645

Identity and Passport Service

Globe House
89 Eccleston Square
London SW1V 1PN

Tel: 0870 521 0410

Criminal Records Bureau

CRB Customer Services
PO Box 110
Liverpool L69 3EF

Information line	Tel: 0870 90 90 811
Registration and disclosure applications	Tel: 0870 90 90 844
Minicom line	Tel: 0870 90 90 344

The CRB is open for business from 8am to 8pm on weekdays and 10am to 5pm on Saturday (closed Sunday and public holidays).

Useful links

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www.dca.gov.uk
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www.soca.gov.uk
www.ukba.homeoffice.gov.uk
www.yjb.gov.uk

List of acronyms

ACPO	Association of Chief Police Officers of England, Wales and Northern Ireland
APA	Association of Police Authorities
APACS	Assessment of Policing and Community Safety
ASBO	Anti-Social Behaviour Order
BCS	British Crime Survey
BIA	Border and Immigration Agency
BME	black and minority ethnic
CBRN	chemical, biological, radiological, nuclear
CDRP	Crime and Disorder Reduction Partnership (local partnership involving the police, the local authority and health services)
CJS	criminal justice system (the Home Office, Department for Constitutional Affairs and Crown Prosecution Service – along with agencies such as the police, courts and correctional services)
CJSSS	Simple Speedy Summary Justice
CLG	Communities and Local Government
CPS	Crown Prosecution Service
CRCSG	Crime Reduction and Community Safety Group (a Home Office directorate general)
CTIU	Counter-Terrorism Intelligence Unit
CTU	Counter-Terrorism Unit
DCSF	Department for Children, Schools and Families
DEL	departmental expenditure limit (cross-government spending aggregate)
DH	Department of Health
DWP	Department for Work and Pensions
EU	European Union
FCO	Foreign and Commonwealth Office
FSS	Forensic Science Service
HAC	Home Affairs Committee (of Parliament)
HMIC	HM Inspectorate of Constabulary
HMRC	HM Revenue and Customs
HR	human resources (also a Home Office directorate)
IPS	Identity and Passport Service
ISA	Independent Safeguarding Authority
LAA	Local Area Agreement
LCJB	Local Criminal Justice Board (consists of local bodies such as the police, the courts and probation services)
NAM	New Asylum Model
NDPB	non-departmental public body (a public body funded by the Government but at operational arm's length)
NIS	National Identity Scheme
NOMS	National Offender Management Service (covers the prison and probation services)
NPIA	National Policing Improvement Agency
O CJR	Office for Criminal Justice Reform
OSCT	Office for Security and Counter-Terrorism

PAC	Public Accounts Committee (of Parliament)
PCSD	Police and Crime Standards Directorate
PCSOs	Police Community Support Officers
PPAF	Police Performance and Assessment Framework
PPO	Prolific and Priority Offender
PSA	Public Service Agreement
RIA	regulatory impact assessment
SCS	Senior Civil Service
SOCA	Serious Organised Crime Agency
UKBA	UK Border Agency
VCS	voluntary and community sector
VfM	value for money ('cashable' VfM gains are those that result in resources being directly redeployable within a service area or between different service areas and 'non-cashable' gains include most quality improvements)
YJB	Youth Justice Board
YOT	Youth Offending Team (a local partnership bringing together bodies such as the police, probation services and local authorities)



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