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ISBN 0-10-168182-8



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Home Office

Departmental Report

2006



This document is part of a series of Departmental Reports (Cm 6811 to Cm 6838) which, along with the Main Estimates 2006–07, the document *Public Expenditure: Statistical Analyses 2006* and the *Supplementary Budgetary Information 2006–07*, present the Government's expenditure plans for 2005 to 2008.

The complete set is available at a discounted price.



# The Home Office Departmental Report

## 2006

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

July 2006



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the Secretary of State for the Home Department  
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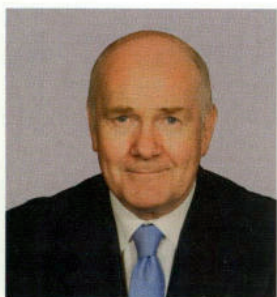
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## Foreword by the Home Secretary: The Rt Hon Dr John Reid MP



This Annual Report covers the performance of the Home Office in 2005–06. It paints the picture of a Department that has continued on the path of improvement that it has been following over the last few years. As a result,

there is much in this Report that the Home Office should be proud of, including:

- overall crime being 35 per cent lower than in 1997;
- a strong improvement in policing, most notably, as demonstrated in the latest figures, for 2004–05, in reducing crime and bringing more offences to justice;
- the number of offences brought to justice reaching 1.27m in the year to December 2005, achieving the target level two years early;
- over 2,500 drug-misusing offenders entering treatment through the Criminal Justice System in March 2006, up from under 400 per month two years earlier; and
- reaching the 'tipping point' on asylum by returning more people with unfounded claims than are arriving, from February 2006 onwards.

But the pace of change in the world, internationally, locally and socially, continues to increase. This has begun to outstrip the Home Office's ability to deliver on its core objectives. This has been illustrated, since the period covered by this Report, by the outcomes of the Home Office Capability Review and by some serious operational failings, such as the failure to consider foreign national prisoners for deportation. This has made the case for change more urgent.

Our proposals for change are contained in our Reform Action Plan that was published yesterday, alongside the Capability Review. Our Reform Action Plan sets out a compelling blueprint for taking the Home Office from improvement to transformation.

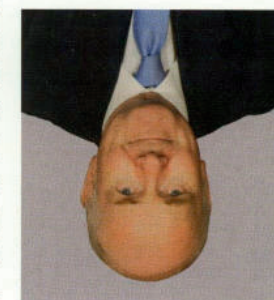
Rt Hon Dr John Reid MP

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## Foreword by the Home Secretary: The Rt Hon Dr John Reid MP

## Foreword by the Permanent Secretary: Sir David Normington



This is my first Annual Report as Permanent Secretary at the Home Office. I arrived at the beginning of 2006, so the Report describes a year in which I was only in post for the last three months. I am particularly conscious

Recent problems with the Home Office accounts and the failure to consider for deportation significant numbers of foreign national prisoners show how much the Home Office still has to do to create an effective and efficient organisation. I am committed, as new Permanent Secretary, to do my best to bring about the necessary improvements. The Home Office Reform Action Plan sets out how we will make that happen.

David Normington

that the events and actions described in the Report, not least the way the Home Office responded to the terrible events of 7 and 21 July, were the achievements of my predecessor.

Coming new to the Home Office, I am conscious of three things:

- the extreme importance of the Department's work to people's daily lives – our role in protecting the public, for example; reducing crime and re-offending; and securing our borders;
- the extent to which performance has improved – crime is down; people's fear of crime has reduced; more offences are being brought to justice; and unfounded asylum claims have reduced; but
- how far we still have to go to create services which meet the exacting standards which the public rightly expects.



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## Foreword by the Permanent Secretary: Sir David Normington

## Performance summary: Spending Review 2004 targets

TARGET			PROGRESS
Strategic Objective I	PSA1	Reduce crime by 15%, and further in High Crime Areas, by 2007-08	<b>Overall: on course</b> 15% reduction: <b>on course</b> High Crime Areas: <b>on course</b>
	PSA2	Reassure the public, reducing the fear of crime and anti-social behaviour and building confidence in the Criminal Justice System without compromising fairness	<b>Overall: on course</b> Fear of crime: <b>ahead</b> Concern about anti-social behaviour being a problem: <b>ahead</b> Confidence in local police: <b>on course</b> Victim and witness satisfaction: <b>on course</b> Public confidence in Criminal Justice System: <b>ahead</b> Ethnic minority confidence: <b>on course</b>
	Police Standard	Maintain improvements in police performance, as monitored by the Police Performance Assessment Framework (PPAF), in order to deliver the outcomes expressed in the Home Office PSA	<b>Overall: on course</b> Performance of all police forces: <b>on course</b> Reduce the gap between best and worst: <b>on course</b> Increase the time spent on front-line duties: <b>on course</b>
Strategic Objective II	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	<b>Overall: ahead</b> Offences brought to justice: <b>ahead</b>
	NOMS Standard	Protect the public by ensuring there is no deterioration in the levels of reoffending for young offenders and adults. Maintain the current low rate of prisoner escapes, including Category A escapes	<b>Overall: slippage</b> Re-convictions for young offenders: <b>slippage</b> Re-convictions for adults: <b>slippage</b> Escapes: <b>on course</b>

## Performance summary: Spending Review 2004 targets

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TARGET			PROGRESS
Strategic Objective III	PSA4	Reduce the harm caused by illegal drugs, including substantially increasing the number of drug-misusing offenders entering treatment through the Criminal Justice System	<b>Overall: on course</b> Reduce harm caused by illegal drugs: <b>on course</b> Number of drug-misusing offenders entering treatment: <b>on course</b>
Strategic Objective IV	PSA5	Reduce unfounded asylum claims as part of a wider strategy to tackle abuse of the immigration laws and promote controlled legal migration	<b>Overall: ahead</b> Reducing unfounded asylum claims: <b>ahead</b>
Strategic Objective V	PSA6	Increase voluntary and community engagement, especially among those at risk of social exclusion	<b>Overall: on course</b> Voluntary activity by individuals at risk of social exclusion: <b>ahead</b> Contribution of the voluntary and community sector to the delivery of public services: <b>on course</b>
	PSA7	Reduce race inequalities and build community cohesion	<b>Overall: slippage</b> Perception of discrimination: <b>slippage</b> Discrimination by organisations: <b>slippage</b> Discrimination in labour market: <b>slippage</b> Community cohesion: <b>not yet assessed</b>
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 (FTE) posts	<b>Overall: on course</b> Value for money: <b>on course</b>

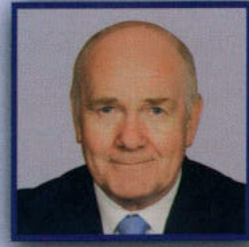
Full details of performance are set out in section 3.

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	PSA7	Reduce race inequalities and build community cohesion
Overall: on course		Reduce harm caused by illegal drugs: <b>on course</b> Number of drug-misusing offenders entering treatment: <b>on course</b>
Overall: ahead		Reducing unfounded asylum claims: <b>ahead</b>
Overall: on course		Voluntary activity by individuals at risk of social exclusion: <b>ahead</b> Contribution of the voluntary and community sector to the delivery of public services: <b>on course</b>
Overall: slippage		Perception of discrimination: <b>slippage</b> Discrimination by organisations: <b>slippage</b> Discrimination in labour market: <b>slippage</b>
Overall: on course		Community cohesion: <b>not yet assessed</b>
Overall: on course		Value for money: <b>on course</b>

# Organisatio

**Home Secretary**  
*Dr John Reid*



*Derrick Anderson*



The above chart reflects Ministerial responsibilities since May 2006  
Responsibility for third sector issues and for the promotion of race, faith and community cohesion was transferred from the Home Office in the machinery of Government changes on 5 May 2006

## Notes on Ministerial changes

## The Non-Execut

## The Minister

### POLICING, SECURITY AND COMMUNITY SAFETY



**Minister of State**  
*Tony McNulty*



**Parliamentary Under-Secretary of State**  
*Vernon Coaker*

### CRIMINAL JUSTICE AND OFFENDER MANAGEMENT



**Minister of State**  
*Baroness Patricia Scotland*

*Ursula Brennan*  
Justice Reform  
Office for Cri



*Helen Edwards*  
National Offender  
Management Service



*Martin Bryant*  
Director of  
Strategy



*Helen Kilpatrick*  
Director General  
Finance &  
Commercial



*Moira Wallace*  
Director General  
Crime, Policing  
& Counter Terrorism



## The Home Of

## The Home Of



**Director General Crime, Policing & Counter Terrorism**  
*Moira Wallace*



**Director General Finance & Commercial**  
*Helen Kilpatrick*



**Director of Strategy**  
*Martin Bryant*



**Chief Executive National Offender Management Service**  
*Helen Edwards*



**Chief Executive Office for Criminal Justice Reform**  
*Ursula Brennan*



*Baroness Patricia Scotland*  
Minister of State



*Vernon Coaker*  
Parliamentary Under-Secretary of State



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### Notes on Ministerial changes

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*Derrick Anderson*



**Home Secretary**  
*Dr John Reid*

# Organisatio



**Home Office**

**Permanent Secretary**  
*Sir David Normington*



# onal Chart

## erial Team

### JUSTICE MANAGEMENT



**Parliamentary Under-Secretary of State**  
*Gerry Sutcliffe*

### IMMIGRATION, CITIZENSHIP AND NATIONALITY



**Minister of State**  
*Liam Byrne*



**Parliamentary Under-Secretary of State**  
*Joan Ryan*

## Office Board



**Executive Criminal Reform**  
*Ursula Brennan*



**Director of Group Human Resources**  
*John Marsh*



**Director General Performance & Reform**  
*Peter Makeham*



**Chief Executive Identity & Passport Service (Acting)**  
*Alan Barnish*



**Director General Immigration & Nationality**  
*Lin Homer*

## utive Directors



*Patrick Carter*



**Permanent Secretary**  
*Sir David Normington*

# onal Chart

## utive Directors



*Patrick Carter*

### Notes on Home Office Board changes

Sir David Normington replaced Sir John Gieve as Permanent Secretary from January 2006  
Lin Homer took up appointment in August 2005  
Helen Edwards replaced Martin Narey in November 2005  
Mark Carroll served on the Board as acting head of the Communities Group from November 2005 to May 2006  
Moirra Wallace replaced Leigh Lewis in November 2005  
Denise Kingsmill stood down as a Non-Executive Director in March 2006  
Alan Barnish joined the HOB in March 2006  
Ursula Brennan replaced Moira Wallace as Chief Executive of the Office for Criminal Justice Reform in May 2006  
Peter Makeham joined the HOB in July 2006  
Jane Furniss served on the Board, as the acting Chief Executive of the Office for Criminal Justice Reform, between November 2005 and May 2006

## erial Team

### JUSTICE MANAGEMENT



**Parliamentary Under-Secretary of State**  
*Gerry Sutcliffe*



**Minister of State**  
*Liam Byrne*

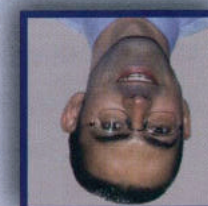


**Parliamentary Under-Secretary of State**  
*Joan Ryan*

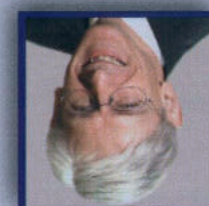
### Executive Criminal Reform



*Ursula Brennan*



*John Marsh*



*Peter Makeham*



*Alan Barnish*



*Lin Homer*

## Home Office





**Section 1**  
Delivering better public services in 2005-06

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Delivering better public services in 2005-06

## Strategic Objective I: People are and feel more secure in their homes and daily lives

£'000	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Spending	Outturn	Outturn	Outturn	Outturn	Outturn	Outturn	Plans	Plans
Resource	4,165,050	4,797,706	6,766,682	5,689,229	5,816,897	6,255,357	6,495,859	6,885,093
Capital	203,475	333,619	599,397	546,164	467,825	604,894	662,101	636,601

### Overview

Tackling crime and the fear of crime is fundamental to creating confident communities in which everyone is able to enjoy the opportunities open to them.

### Facts and figures

- Crime is down 35 per cent since 1997 (2005-06 British Crime Survey (BCS) interviews).
- The 2005-06 BCS showed that the risk of becoming a victim of crime remains the lowest since the survey began in 1981.

To build stronger and more effective communities, further reduce crime, anti-social behaviour and the fear of crime, create safer environments, protect the public and reduce reoffending, we took an end-to-end approach to crime reduction:

- supporting young people and reducing crime in communities;
- supporting the police;
- reducing the fear of crime;
- tackling anti-social behaviour;

- increasing confidence in the Criminal Justice System (CJS); and
- countering terrorism and organised crime nationally and internationally.

Delivery was led by one of our three Ministerial teams:

### Delivery: policing, security and community safety

The Minister of State for Policing, Security and Community Safety and the Parliamentary Under-Secretary of State brought together and led delivery of Strategic Objectives I, III and V, including by tackling crime and the fear of crime.

Low crime is an essential ingredient for confident, active communities.

The work also supported Strategic Objective II, led by our offender management and criminal justice reform team, in particular by the police helping to bring more offences to justice. It also supported Strategic Objective IV, led by our immigration, citizenship and nationality team, the police again playing a crucial role in tackling the organised crime responsible for much illegal immigration.

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- reducing the fear of crime;
- tackling anti-social behaviour;



- front-line deliverers such as local authorities who, with primary care trusts, schools and local voluntary organisations, were responsible for many key local services, and were brought together in Local Criminal Justice Boards, Crime and Disorder Reduction Partnerships (CDRPs), Drug and Alcohol Action Teams, Drug Action Teams and Local Strategic Partnerships, and in Wales Community Safety Partnerships;
- the police and others involved in providing security locally, such as neighbourhood wardens and parts of the licensed private security industry; and
- local communities, to whom the Police Service and other criminal justice bodies are accountable.

### Delivery in 2005–06

We continued to tackle crime including in High Crime Areas (HCAs) – the top 40 CDRPs. We took steps to counter terrorism. In April 2006 SOCA was successfully launched. These achievements also represented a major contribution towards our Sustainable Development Strategy<sup>1</sup> (see section 2, page 62).

To deliver these aims we worked closely at international, national, regional and local level with a range of partners, including:

- our European Union (EU) partners, the United States and other international allies;
- the security and intelligence agencies and the new Serious Organised Crime Agency (SOCA) in combating terrorism and organised crime respectively, and in protecting the UK's communities against threats to their security;
- the Department of Health (DH), Department for Work and Pensions (DWP), Department for Education and Skills (DfES), Department for Culture, Media and Sport (DCMS) and the Office of the Deputy Prime Minister (ODPM) in addressing the longer-term causes of crime and in regenerating communities;
- HM Revenue and Customs (HMRC) and the Asset Recovery Agency (ARA) in tackling organised crime and the money laundering associated with it, and in recovering the proceeds of crime;

<sup>1</sup> www.sustainable-development.gov.uk/publications/uk-strategy/index.htm



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**BCS overall crime: Performance against SR2004 PSA1 target**  
(to reduce BCS overall crime by 15% between 2002–03 and 2007–08)  
Latest data for year ending March 2006

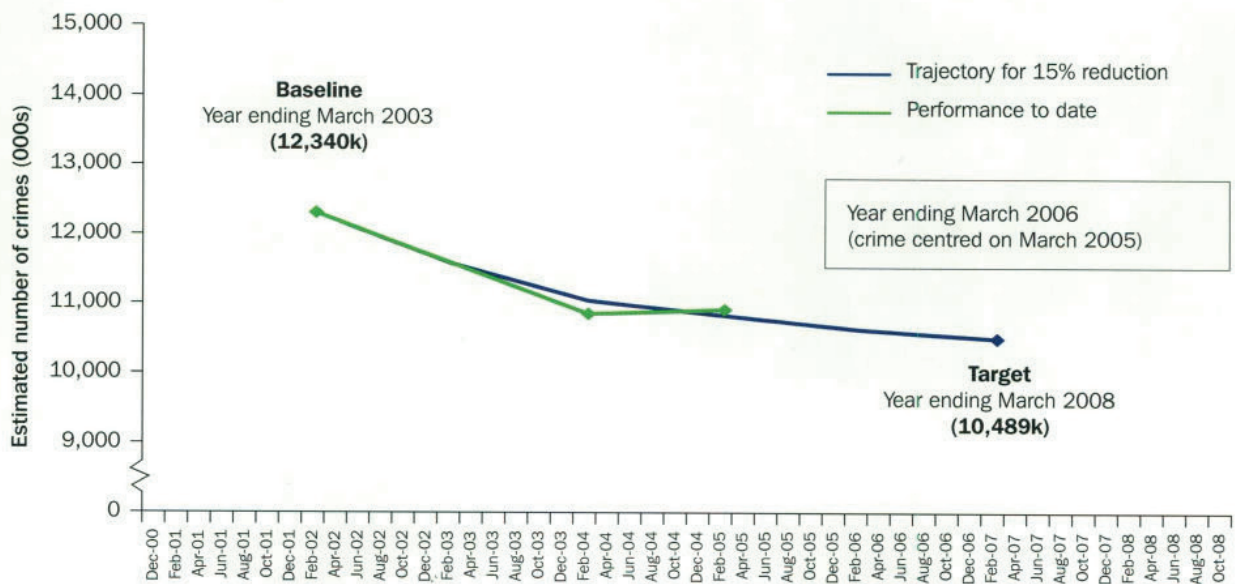


Chart prepared by RDS(CRCSG), Home Office

**Supporting young people and preventing crime in communities**

BCS data for 2005–06 showed that:

- levels of total crime and violent crime were stable compared with the previous 12 months; and
- latest figures from police-recorded crime data showed that the number of offences recorded in the HCAs – the top 40 Crime and Disorder Reduction Partnerships – fell by 13 per cent between 2004–05 and 2005–06, compared with a fall of 7 per cent in the rest of England and Wales.

Our actions were based on:

- addressing – with our national, regional and local partners – factors associated with offending, such as exclusion from school, low educational attainment, drug abuse (see also Strategic Objective III), truancy and poor parenting;

- targeting the prolific and other priority offenders responsible for a disproportionate amount of crime. This involved prevention and deterrence, coupled with action aimed at catching, convicting and rehabilitating and resettling those offenders;
- targeting crime hot spots and preventing repeat victimisation. Crime was significantly higher in deprived areas than in affluent areas, and was concentrated in particular streets and estates. Focusing police and crime prevention resources in these areas and on these victims can significantly reduce overall crime and the fear of crime; and
- doing more to drive down fear of crime, which had fallen since the mid-1990s but remained a high priority (see page 18).

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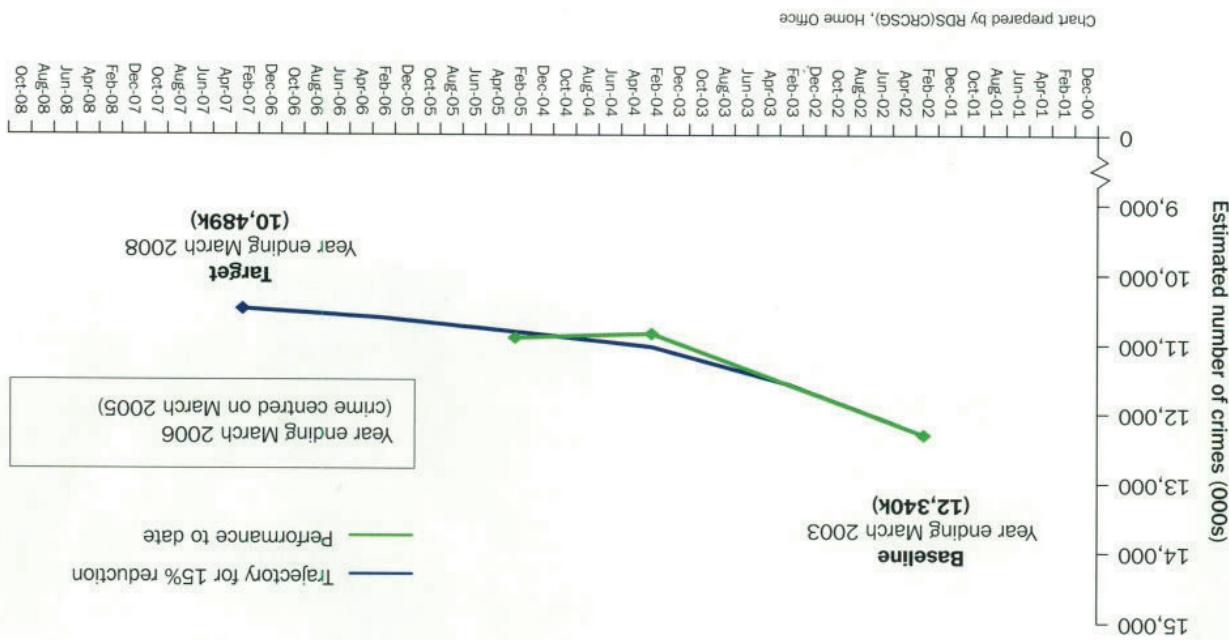


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Our actions were based on:

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**Reducing vehicle crime**

BCS data for 2005–06 showed that:

- all domestic vehicle thefts fell by 8 per cent compared with the preceding 12 months.

Our actions formed three strands:

- reducing opportunities for vehicle crime (principally raising awareness among motorists, improving car security and making car parks safer);

- reducing incentives to commit vehicle crime

- (principally better regulation of the motor salvage industry and number plate suppliers and tightening the vehicle registration system); and

- reducing offending by engaging key partners such as the police and Crime and Disorder Reduction Partnerships.

**Action during 2005–06 included:**

- continuing to raise motorists' awareness of the steps they could take to reduce their risk of being a victim of car crime, for example, writing to motorists who left items on view in their car, enclosing a leaflet on car crime prevention;
- supporting the British Car Security Awards which identify cars with good levels of security and promoting them to motorists; and
- engaging with DH, the Department for Transport and ODPM to increase the number of car parks at hospitals, railway stations and in local authority areas which held the Safer Parking Scheme Park Mark® award. Gaining this award showed that car park operators had taken steps to make their facilities safer for both cars and the public.



**Action during 2005–06 included:**

- developing the Government's first *National Community Safety Plan*<sup>2</sup> to which 11 departments committed. The plan described a radically new approach to the delivery of community safety across central departments;

- implementing the Prolific and Other Priority Offenders Strategy across all of England and Wales, to ensure that resources were concentrated on reducing the harm caused by those responsible for most crimes. We worked with 11,000 such offenders. An indicative evaluation published in November 2005 suggested that the number of offences committed by prolific offenders fell by 10 per cent; and

- in 19 HCAs using the partnership-based Tackling Violent Crime Programme (TVCP) to reduce the more serious violent crimes – in particular alcohol-related and domestic violence.

In tackling crime and the causes of crime, we continued to tackle those crimes that had most impact on, and were of concern to, the public.

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The Home Office spent £1.1 million directly on vehicle crime reduction initiatives in 2005–06. In addition, reducing vehicle crime was an important strand of the £4.6 million acquisitive crime reduction campaign.



**Reducing domestic burglary**

BCS data for 2005–06 showed that:

- domestic burglary remained stable compared with the preceding 12 months.

Our actions were based on:

- working with partners to raise performance, including making homes and spaces safer through environmental and building design; making products less attractive to steal by reducing markets for stolen goods and encouraging product designers to 'design out crime';
- reducing opportunities for burglary by raising public awareness and targeting advice to high-risk groups; and
- increasing the proportion of burglaries that were detected and brought to justice, including targeting prolific and other offenders; giving sentences that deterred or incapacitated offenders; and providing rehabilitation that tackled the causes, such as drug abuse (Strategic Objectives II and III).

**Action during 2005–06 included:**

- examining the role of new technology in marking goods and registering assets and its scope for disrupting the stolen goods market; and
- developing advice on partnership working and crime prevention with the National Union of Students, police, and practitioners in higher education establishments and launching an online toolkit for student welfare officers. Advice on crime prevention and personal safety for people with learning difficulties was prepared in association with voluntary sector bodies.

Total spending on tackling burglary could not be separately identified.

**Reducing robbery and street crime**

The number of robbery victims interviewed by the BCS was generally too small to detect statistically significant changes and robbery was, therefore, measured using recorded crime statistics.

- Recorded robbery rose sharply between 1999–2000 and 2001–02. The Street Crime Initiative (SCI) reversed this trend in SCI areas, it being 32 per cent lower in 2004–05 than in 2001–02, and 1 per cent down on the baseline. Overall, when comparing 2005–06 with 2004–05 robbery rose by 8 per cent.

Our actions were based on:

- ensuring that reducing robbery remained a priority across the country, including for other government departments;
- targeting the root causes of street crime, including drugs (Strategic Objective III); and
- maintaining our strong partnership with the mobile phone industry and law enforcement agencies to ensure that reducing mobile phone theft – a key driver for street crime – remained a priority, while also taking concerted action against those who falsely reported it.

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**A citizen focus: The Connected Fund**

The Connected Fund,<sup>3</sup> a small grants programme for small community groups working to tackle gun crime, knife crime or gang issues, was established in May 2004 in the wake of a successful community engagement event, 'Connected', held in Birmingham. The third round of the fund, held in 2005, supported 61 groups, including the Be Safe project and Eastside Young Leaders Academy, which began in the London Borough of Newham.

Be Safe ran programmes and workshops to educate young people about the dangers of carrying knives. The project operated in schools and other institutions, focusing on the risks and consequences.

Eastside Young Leaders Academy provided support to young men who had been identified by teachers or youth workers as being both disruptive and the leaders of their peers. Working closely with the young people and their families, the Academy provided education and mentoring, helping the young people to focus on developing skills and abilities, to make the most of their potential.

- providing online for the first time the Violent and Sex Offenders' Register, giving complete and up-to-date information on the country's most dangerous offenders. This will help to reduce reoffending, protect the public and save police time; and
- progressing through Parliament the Violent Crime Reduction Bill. This will, among other measures, ban the manufacture, import or sale of realistic imitation firearms, increase sentences for carrying imitation firearms, raise to 18 the age limit for purchasing a knife, and enable the creation of Alcohol Disorder Zones and Drinking Banning Orders (see also Strategic Objective III).

- in May 2005, rolling out the Tackling Violent Crime Programme (TVCP) to a second tranche of areas with high levels of serious violent crime. The focus was on effective, early intervention strategies which tackled alcohol-related crime and domestic violence. The programme also promoted the sharing of best delivery practice;

**Action during 2005–06 included:**

- with the highest levels of incidence, such as alcohol-related crime and domestic violence.
- that caused greatest public concern, such as gun crime and sexual offences; and

Our actions for reducing violent crime included targeting those crimes:

**Reducing violent crime**

BCS data for 2005–06 showed that:

- violent crime was stable compared with the previous 12 months.

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Our actions for reducing violent crime included targeting those crimes:

- making it easier for the police to catch those suspected of re-programming mobile phones by amending the successful Mobile Telephones (Re-programming) Act 2002; and
- running an acquisitive crime communications campaign focusing on mobile phones and MP3 players.

**Action during 2005–06 included:**

- continuing to promote best practice, identified by the SCI, across police forces; and working with DfES on SAFE anti-robbery week, a school-based programme designed to help young people avoid becoming victims of robbery and to deter potential offenders;

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<sup>3</sup> www.connected.gov.uk

Total government spending on tackling violent crime could not be separately identified but included £3 million on improving services for victims of sexual violence, including grants to 61 voluntary sector organisations, and funding for Sexual Assault Referral Centres. It also included £1.75 million for the TVCP.

### Supporting the police

BCS data for 2005–06 showed that:

- public confidence in the police increased to 50 per cent, compared with 49 per cent in the preceding 12 months.

Performance is now measured by the Police Performance Assessment Framework (PPAF), which promotes better performance and enhances delivery. Figures from the 2004–05 assessment showed a strong improvement in policing across a range of policing areas, most notably in reducing crime, where 30 out of 43 forces improved and none got worse. In 2004–05, the police and their partners delivered an increase of 7 per cent in the number of offences brought to justice. Some 64.1 per cent of police time was spent on front-line policing, a small increase from the 2003–04 figure.

We built on recent improvements in police performance with our programme of reform. The White Paper *Building Communities, Beating Crime* and the *National Policing Plan 2006–09*<sup>4</sup> (included within the *National Community Safety Plan 2006–09*) set out clear priorities, including a commitment to Neighbourhood Policing Teams, a stronger customer focus and increasing the visibility and accountability of officers. Our actions were based around:

- continuing to maintain a well resourced police workforce, in particular increasing the number of Police Community Support Officers (CSOs);
- improving the way the police deal with the public by developing a genuinely responsive customer service culture, and by making the police more accessible, visible and accountable;

- continuing to reduce bureaucracy, make better use of science and technology and free up more officers for front-line duties; and
- using the PPAF to promote better performance and to enhance delivery, supported by the complementary work of Her Majesty's Inspectorate of Constabulary (HMIC) and the Police Standards Unit.

### Action during 2005–06 included:

- maintaining police numbers (141,270) and increasing numbers of CSOs (6,324)<sup>5</sup>. The 2006 Budget announced plans to accelerate the roll-out of CSOs to 16,000 by April 2007;
- launching the National Senior Careers Advisory Service in January 2006, which will identify and develop the future senior leaders of the police service;
- continuing, working with the Association of Chief Police Officers (ACPO), to roll out neighbourhood policing. Forty-three Basic Command Unit (BCU) pathfinders went live in autumn 2005 and guidance on neighbourhood policing for BCU commanders alongside *A Guide to Community Engagement* was produced;
- reducing bureaucracy and improving the service by simplifying police search warrant procedures. These allowed multiple and repeated access to premises owned or occupied by a suspect. New generation Airwave radios were made available to all forces. Nearly 125,000 Fixed Penalty Notice tickets were issued in 2005, with around 90 minutes of officer time being saved per ticket;
- working, with police forces and other stakeholders, to address the recommendations of the HMIC report *Closing the Gap* that was published in September 2005;

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## EU-G8 Presidency

During 2006 the UK held the Presidency of both the G8 countries and the European Union. The UK was responsible for setting the agenda and chairing the Justice and Home Affairs Council and hosted Ministerial informal meetings in Sheffield and Newcastle. Planning for the Presidencies began over a year before we took over. Much of the work and the outcomes were inherited from previous presidencies but we also prioritised issues of importance to the UK. Some of the highlights included:

- agreement on proposals to establish common rules on the retention of telecommunications data across the EU – this will mean that data critical to tackling terrorism and serious crime will be available to police forces and to be exchanged between Member States;
- conclusion of a new revised counter-terrorism strategy including a policy on tackling radicalisation and recruitment and holding an emergency meeting of Ministers in response to the tragic events of 7 July. The support of other EU Member States was critical in following up leads in the investigation and it was as a result of EU legislation – the European Arrest Warrant – that we were able to extradite one of the 21 July suspects from Italy to the UK in 42 days rather than the normal 15 months;
- establishing new ways in which police forces exchange information and establish EU priorities via the European Police Office (Europol);
- agreement on a strategy on how the EU can support countries outside its borders to manage illegal migration, tackle terrorism and combat organised crime;
- delivery of over 20 G8 projects on improving security of travel and a step change in efforts to tackle drug production in Afghanistan as well as to help African countries in tackling corruption;
- conclusion of the Child Exploitation Database Implementation Study and commitment from G8 States to secure the necessary funding for Interpol to implement it; and
- agreement to take forward work on enhancing the scope for sharing DNA and fingerprint data.

- through the IMPACT Programme improving the ability of the Police Service to manage and share operational information to prevent and detect crime. The Programme delivered the IMPACT Nominal Index in December 2005, to allow officers in one force to quickly establish which other forces hold information on individuals of interest to them;
- preparing the new National Policing Improvement Agency, which will have neighbourhood policing and delivering a rationalised national policing landscape as mission-critical priorities. It will take over responsibility for functions of existing organisations, including the Police Information Technology Organisation and Centrex; and
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Total policing provision in England and Wales rose by 5.1 per cent, supported by government grant and central spending on services for the police.

**Value for money in policing**

The Police Service achieved estimated cumulative gains compared with 2003–04 worth **£692 million**, of which £295 million cashable, by the end of 2005–06. This builds on strong performance in 2004–05, when the Police Service achieved gains worth **£316 million**.

Performance has been largely based on local planning, but will be supplemented by nationally supported work, including:

- the recent completion of a successful series of roadshows, run in partnership with ACPQ, the Association of Police Authorities and the Office of Government Commerce, intended to show police officer heads of BCUs practical ways in which to increase value for money in the policing context; and
- establishment of the Centre for Procurement Excellence in the Police Service to drive collaborative behaviour in national and regional purchasing.

Increases in front-line policing, by an equivalent of 12,000 additional officers, will make an important contribution to achieving the target.

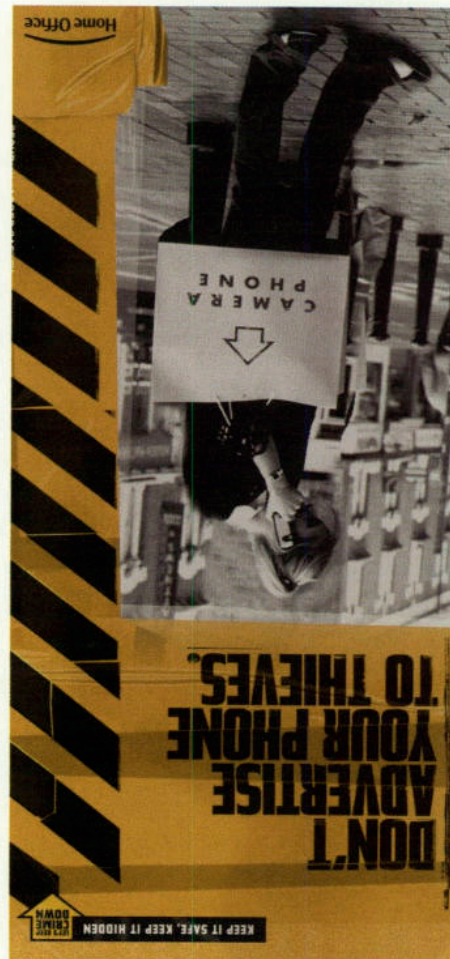
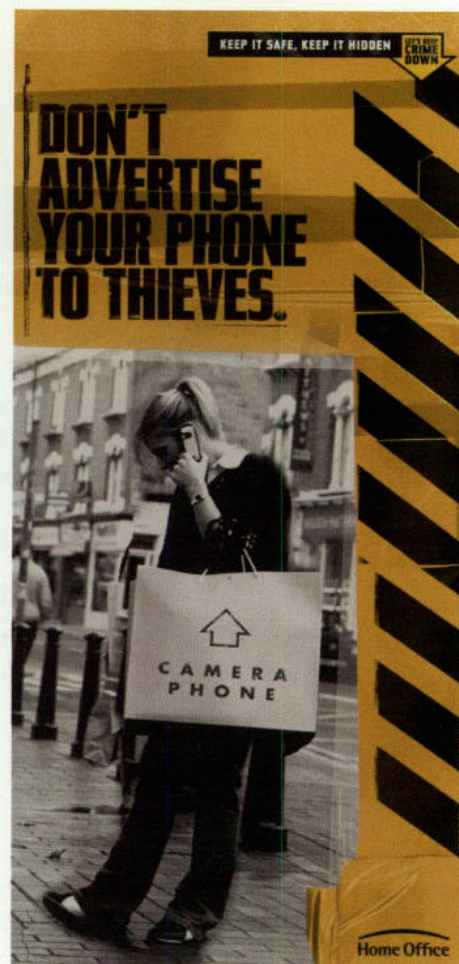
**Reducing the fear of crime**

BCS data for 2005–06 showed that compared to the preceding 12 months the proportion of adults with a high level of:

- worry about burglary was stable at 13 per cent;
- worry about violent crime was stable at 17 per cent; and
- worry about car crime was stable at 14 per cent.

Because the fear of crime may not fully reflect falling rates of crime, our actions focused on:

- identifying the factors that drove the fear of crime;
- communicating the true incidence and risks of crime to communities effectively, by promoting reassurance and by improving crime-prevention education; and
- working with local partnerships and the voluntary sector, especially with vulnerable groups (see also Strategic Objective V).



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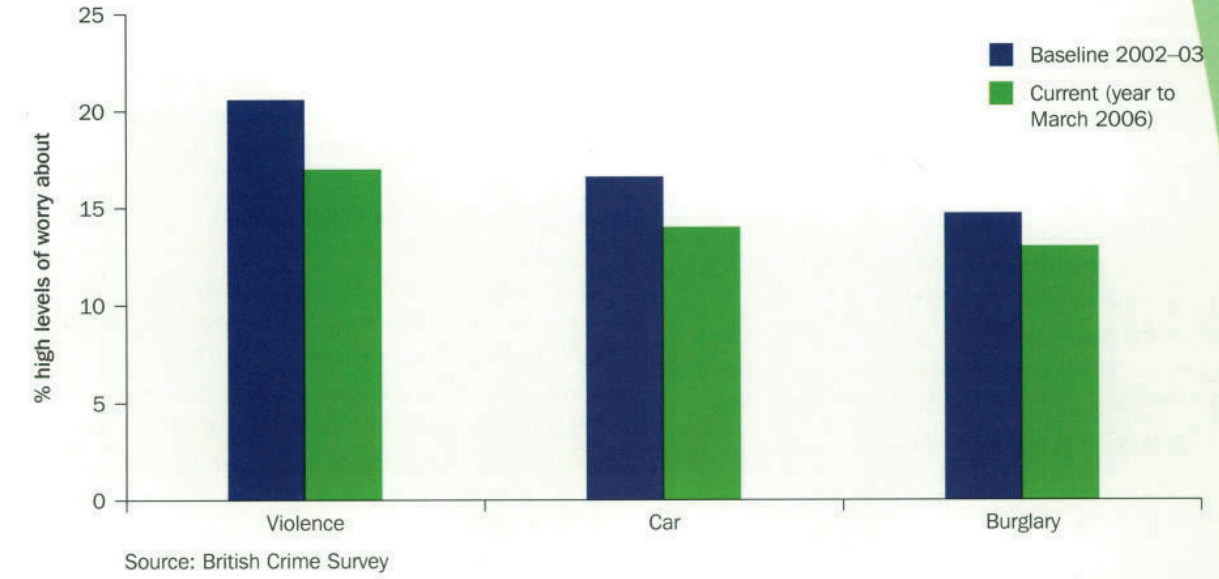
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**Worry about crime**



**Action during 2005-06 included:**

- publishing guidance that set out how the public could themselves help address the fear of crime by better understanding it and by becoming involved in tackling crime and disorder;
- launching the Register for Reassurance, a voluntary agreement with commercial organisations to discourage fear-based product marketing;
- reviewing all 373 CDRPs' crime reduction strategies, to ensure that they all addressed fear of crime effectively; and
- working with local partners, for example to complete the programme of NHS Security Manager fear of crime training.

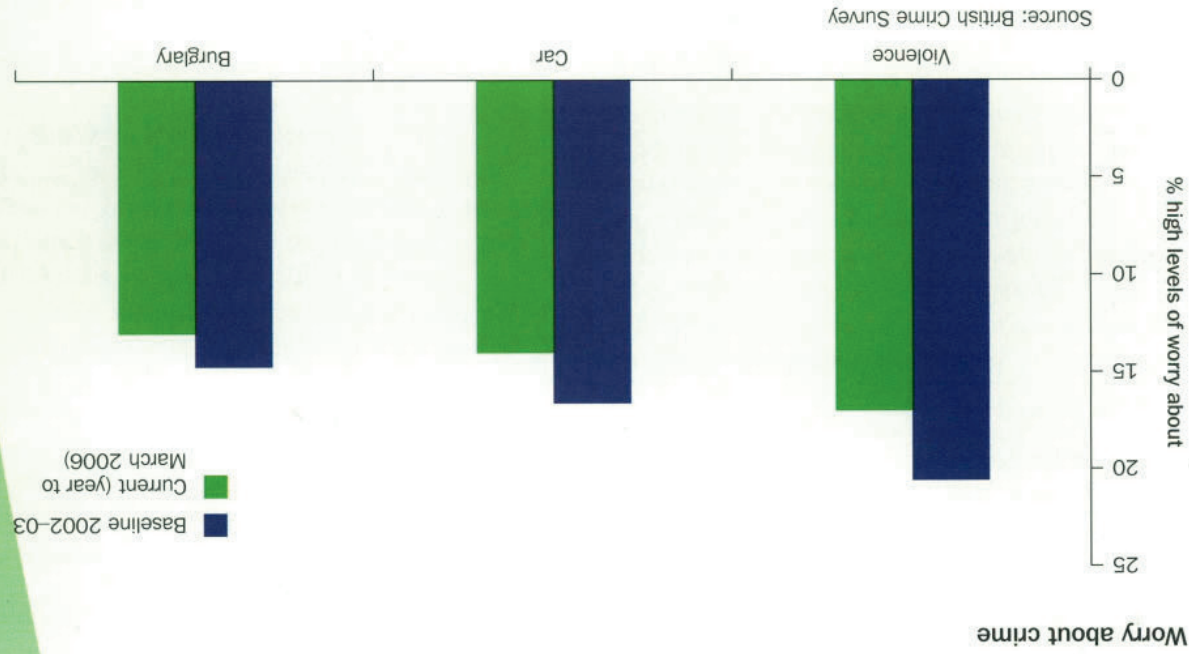
Total spending on tackling fear of crime could not be separately identified.

**Tackling anti-social behaviour**

BCS data for 2005-06 showed that:

- the proportion of people who perceived that there was a high level of anti-social behaviour in their area was stable, at 17 per cent.
- Key actions focused around:
- continuing and broadening the drive against anti-social behaviour through the Respect programme, which worked to address the causes of anti-social behaviour and went further in ensuring that action was embedded into wider programme delivery; and
  - working in communities across the country to realise the benefits of the TOGETHER Campaign to restore faith in local services and inspire action.

- Action during 2005-06 included:**
- publishing guidance that set out how the public could themselves help address the fear of crime by better understanding it and by becoming involved in tackling crime and disorder;
  - launching the Register for Reassurance, a voluntary agreement with commercial organisations to discourage fear-based product marketing;
  - reviewing all 373 CDRPs' crime reduction strategies, to ensure that they all addressed fear of crime effectively; and
  - working with local partners, for example to complete the programme of NHS Security Manager fear of crime training.
- Total spending on tackling fear of crime could not be separately identified.



**Tackling anti-social behaviour**

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### Anti-social behaviour

In Leicester over a period of 12 months, two brothers aged 9 and 15 and their friends used threatening, abusive behaviour, property damage and pranks with cars and fire to intimidate and frighten their local community.

Frequent police visits and social care, health and housing management support failed to make the family recognise and change their behaviour. Leicester City Council's Anti-Social Behaviour Unit stepped in to lead a multi-agency response to offer the community respite and force the family to engage with support services.

An Anti-Social Behaviour Injunction giving the mother guidelines to control her children, although breached, was used as evidence for the successful possession proceedings which swiftly followed, along with ASBOs on the two brothers. These actions resulted in the family being relocated and finally engaging in the support they needed as part of Leicester's New Start for Families Project.

The mother started to accept that the behaviour of her children and the lack of discipline compromised her tenancy. Both boys returned to studies, with the eldest son starting to get his life back on track after securing a place on a full-time college course, and starting to save up for a holiday abroad. His behaviour improved so much that the local agencies were considering discharging his ASBO.

The community was reclaimed and residents said, 'It is wonderful to be able to go about our daily business without the fear and worry of encountering a gang of youths hurling verbal abuse and threats'.

#### Action during 2005-06 included:

- the establishment of the cross-Government Respect Task Force in September 2005 to focus on the causes of anti-social and disrespectful behaviour and to introduce new powers to enable action in the short term;
- publishing the Respect Action Plan, in January, which included: diversion schemes encompassing sport, art and Britain's first youth volunteering service; a new Parenting Academy and a network of intensive family support projects for those families with the greatest problems; a renewed drive on enforcement, including a closure power (subject to consultation) for properties associated with persistent anti-social behaviour; and serious Penalty Notices for disorder offences increasing to £100;
- facilitating 81 action days to provide focused problem-solving sessions to local areas, to enable them to identify and break down barriers which stopped them effectively tackling anti-social behaviour;
- the Respect Awards for Taking a Stand, which recognised the work of 370 people who took a stand against anti-social behaviour that was blighting their community. Sixty top winners attended a special 'Respect Awards for Taking a Stand' ceremony in London, following a nationwide competition. All 370 winners received £1,000 to invest in their communities, with five 'gold' winners receiving £5,000; and
- the provision of skills, knowledge and inspiration to over 6,000 anti-social behaviour practitioners through TOGETHER Academy events.

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- in November, publishing a blueprint for a new single inspectorate for justice, community safety and custody, with a Bill introduced to Parliament which will create an inspection regime that covers the criminal justice process from end to end and will progressively replace the existing five justice inspectorates;
- in October 2005, opening the country's first Community Justice Centre, in North Liverpool. The Centre co-located criminal justice agencies and other services in the heart of the community and operated under a single judge. In November a second centre, the Salford Community Justice Initiative, began hearing cases, operating within a mainstream magistrates' court and with publishing, with the National Centre for Policing Excellence, standards on the use of anti-terror stop and search powers against which HMIC would inspect forces. This built on stop and search guidance for police forces produced last year on maximising the effective use of stop and search, whilst minimising any disproportionate use against BME communities; and

**Action during 2005–06 included:**

- ensure that the public received balanced and accurate information about the CJS;
- improve black and minority ethnic (BME) understanding of, and tackle disproportionate treatment of, people from BME communities; and
- increase involvement of local communities in setting the priorities and delivering the services of the CJS;
- provide better information, care and support to victims and witnesses (see Strategic Objective II);
- improve joint working, particularly at a local level;

- 44 per cent of people were confident in the effectiveness of the CJS in bringing offenders to justice, which remained broadly stable compared with the previous 12 months at 43 per cent.
  - In 2005, 31 per cent of people from minority ethnic groups felt they would be treated worse than people of other races by one or more of the CJS agencies; this was unchanged since 2003.
- Public confidence benefited from the work outlined above on reducing crime and the fear of crime, building neighbourhood policing and tackling anti-social behaviour. But we also, through Local Criminal Justice Boards, worked to:

**Building confidence in the Criminal Justice System**



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- running Inside Justice Week on 17–25 October 2005, a high-profile public campaign designed to open up the CJS to the general public, and promote an understanding of the many agencies of the CJS.

### A citizen focus: Justice Awards

November 2005 saw the second Justice Awards, which celebrated the achievements of the 400,000 staff and volunteers in the CJS.

There were 11 categories and an overall winner of the Justice Shield presented at the ceremony. The winners were chosen from more than 300 nominations in categories including caring for victims and witnesses, working with young and adult offenders and commitment to diversity.

The overall winner of the Justice Awards was the Sherwood Persistent and Prolific Offenders Project in Nottinghamshire. The team, made up of police officers, Probation and Prison Service staff, worked to reduce drug-related, acquisitive crime. They had vastly cut the reoffending rates of offenders taking part: two years after the team's interventions, a sample group showed a 55 per cent reduction in offences committed.

Offenders received better-targeted drug treatment and so stayed in treatment programmes longer. The Sherwood team received the Justice Shield from Baroness Scotland, who said that it was a 'superb example of the whole Criminal Justice System working together to reduce crime and prevent reoffending by a very challenging group of offenders'.

The Home Office spent £3 million on programmes directly related to improving public confidence in the CJS in 2005–06. Total spend across government could not be separately identified.

### Counter-terrorism

The terrorist attacks on London in July 2005 highlighted the continuing threat to the UK from international terrorism. Despite the nature and scale of the co-ordinated attacks, emergency services were well prepared so the response was prompt and effective, lives were saved, and transport systems quickly restored. Our actions on counter-terrorism focused around four 'P's: prevent, pursue, protect and prepare:

- preventing terrorism by tackling the factors that encouraged and facilitated recruitment of a new generation of terrorists;
- pursuing terrorists and those that sponsored them by better understanding terrorist networks and their finances in order to track, disrupt and, where we could, bring them to justice;
- protecting British people and interests, at home and abroad, so that we were a harder target and people could go about their daily lives with confidence; and
- preparing thoroughly to reduce the consequences if an attack occurred.

For effectiveness, actions were pursued internationally:

- through the United Nations and with our partners in the EU and G8 to put in place measures to prevent terrorism in the future and to disrupt existing terrorist networks (see also page 17 and Strategic Objective IV);
- with overseas law-enforcement and intelligence agencies; and
- by supporting countries with less experience of terrorism to strengthen their counter-terrorist training, protective security, preparedness and crisis management.

#### Action during 2005–06 included:

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- introducing measures to combat terrorism post the attacks on 7 July, including:

- new grounds for deportation and exclusion for unacceptable behaviour;
- extending the grounds for proscription and proscribing 15 international groups believed to be involved in terrorism making it illegal for them to operate, recruit or raise funds in the UK;
- achieving EU agreement on the basis for a Code of Conduct intended to reduce opportunities for exploitation of charities by terrorists in order to fund their activities;
- new counter-terrorism legislation – the Terrorism Act 2006 – passed in March 2006. This outlawed the encouragement of terrorism; dissemination of terrorist publications and acts preparatory to terrorism. Penalties for some existing offences were increased and there were changes to the rules for searches and warrants. It increased the maximum period for which a terrorist suspect could be held prior to charge to 28 days.

- Total spending across government on counter-terrorism could not be separately identified. However, in his Pre-Budget Report, the Chancellor announced an additional £85 million to advance the ongoing expansion of the security and intelligence agencies. In addition to the amounts specifically identified in section 4 of this report a significant element within police grant is dedicated to counter-terrorism.

#### Tackling organised crime

Organised crime causes billions of pounds worth of harm to the UK every year and ruins many lives. We reduced the harm from organised crime with actions that combined:

- disrupting supply and markets, here and overseas, using the full range of powers available;
- raising the risks for the criminals themselves by prosecuting and convicting the ringleaders; and
- removing the profit by confiscating criminal cash and assets financed by criminal activity.

The creation of SOCA brought a new focus to tackling organised crime.

#### Serious Organised Crime Agency

SOCA assumed its functions on 1 April 2006. It brought together the resources of the National Crime Squad, the National Criminal Intelligence Service, parts of HMRC which investigated drug trafficking, and a part of the Immigration Service. Its purpose was to reduce the harm caused by organised crime.

SOCA employed over 4,000 staff and its top priority is to improve knowledge and understanding of organised criminality and, in particular, to prioritise tackling those networks and markets doing most harm, such as Class A drugs and organised immigration crime.

#### Action during 2005–06 included:

- tackling drugs availability (see page 36) and organised immigration crime (see Strategic Objective IV);
- improving the prospect of breaking organised crime gangs and jailing their members by securing EU agreement for powers to require the retention of mobile and fixed telephony and internet data. Privacy will be protected as the content of internet e-mail and internet telephony services will not be kept; and

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#### Action during 2005–06 included:

- reducing demand for illicit goods (whether drugs, illegal labour or other products – see Strategic Objectives III and IV);
- disrupting supply and markets, here and overseas, using the full range of powers available;
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- Three-quarters of those adults sentenced by the courts for an indictable offence had been sentenced before for a previous crime.
  - Home Office research suggested that a group of 100,000 – around 10 per cent of offenders – were responsible for half of all crime, with the most active 5,000 responsible for about one in ten of all offences.
- Our actions for doing so were centred on:
- improving the experience of victims and witnesses;
  - bringing more offenders to justice;
  - protecting the public and enforcing the orders of the courts; and
  - rehabilitation and reducing reoffending.

**Facts and figures**

The Criminal Justice System works to keep the public safe, along with bringing offenders to justice, supporting victims of crime and managing offenders to stop them reoffending.

**Overview**

We prosecute, convict and punish the guilty, and help them to stop offending, while protecting the innocent. Our actions for doing so were centred on:

£'000	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Spending	3,043,148	3,857,446	3,904,138	3,749,735	3,956,934	4,349,933	4,565,261	4,810,515
Resource	3,043,148	3,857,446	3,904,138	3,749,735	3,956,934	4,349,933	4,565,261	4,810,515
Capital	115,191	203,306	274,250	261,490	412,101	362,157	354,514	440,421

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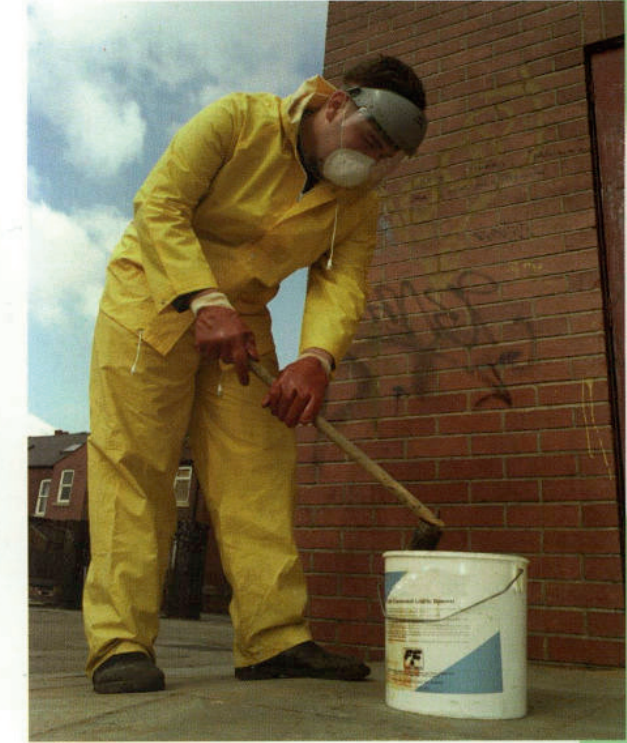
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Delivery was led by one of our three Ministerial teams:

**Delivery: offender management and criminal justice reform**

The Minister of State for Criminal Justice and Offender Management and the Parliamentary Under-Secretary of State led delivery of Strategic Objective II, ensuring that the CJS worked effectively to better support victims and to catch, punish and rehabilitate offenders.

Bringing more offences to justice required an end-to-end approach across the CJS, it being particularly important that partners such as the police and courts worked closely with the National Offender Management Service (NOMS), which was responsible for punishing the guilty and addressing factors influencing offending.

The work also supported Strategic Objectives I, III and V, led by our policing, security and community safety team, in particular reducing crime and bringing more offenders to justice, by better supporting victims and witnesses, by taking steps to increase confidence in the CJS and by tackling reoffending, particularly offending that was fuelled by drug abuse.

National, regional and local partnership was central to delivery:

- the three criminal justice departments (the Home Office, the Department for Constitutional Affairs (DCA) and the Crown Prosecution Service (CPS)) came together on a National Board comprising Ministers, senior officials, agency chief executives and other CJS figures, supported by the Office for Criminal Justice Reform (OCJR);

- forty-two Local Criminal Justice Boards (LCJBs) – made up of local delivery agencies (the police, CPS, courts, probation, prisons and Youth Offending Teams (YOTs)) in a geographical area – strengthened accountability for delivering key targets;
- the Department for Education and Skills (DfES), Department for Work and Pensions (DWP) and Department of Health (DH) were responsible for directly funding specific services (e.g. offenders' education and prison health) and ensuring access to mainstream services; and
- the voluntary and community sector (VCS), and the not-for-profit and private sectors contributed to efforts to stop reoffending through activities such as drug prevention, alcohol advice or finding work and homes for ex-offenders.



**Delivery in 2005–06**

LCJBs continued to deliver a joined-up CJS, generating real benefits from effective partnership working. For the 12 months to December 2005, 37 areas performed at a level ahead of their March 2002 baselines.<sup>6</sup>

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## A citizen focus: Victim's Code of Practice

All victims deserve the same standards of service from the CJS. Supporting victims appropriately is also key to improving the CJS: it helps the police to perform more effectively and increases the likelihood of victims giving evidence in court and of more offences being brought to justice.

The Code of Practice places obligations on criminal justice agencies to improve services to victims, by providing information throughout their case. For example, victims can expect an update when someone is charged and monthly progress reports on their case. In addition, vulnerable or intimidated victims will receive an enhanced service.

If a criminal justice agency fails to deal with a complaint a victim can take it to the Parliamentary Ombudsman, who has the power to investigate and make recommendations to the agency for remedy.

All criminal justice agencies have signed up to delivering the Code.

- issuing a consultation paper in December 2005, *Rebuilding Lives – supporting victims of crime*, which sought views on how to reform the Criminal Injuries Compensation Scheme;
- rolling out the Witness and Victim Experience Survey (WAVES) to all 42 Local Criminal Justice Areas. WAVES will increase local boards' understanding of the experience of victims and witnesses; and
- launching, through the Victims Fund, the *Care and Evidence Sexual Violence Training Package for Healthcare and Police Professionals* in December 2005. This drew together the care and health of victims and evidence gathering and investigation of the crime into a comprehensive package for professionals.

reoffending amongst both adults and young people. Even fewer people escaped from prison than in 2004–05. We set out a strategy for the future of the National Offender Management System (NOMS).

### Improving the experience of victims and witnesses

- British Crime Survey data for 2005–06 showed that 59 per cent of victims and witnesses were satisfied with the CJS compared to 58 per cent in the six months to March 2004.

Actions for improving the experience of victims and witnesses focused on:

- improving our support to all victims, through a new code of practice that sets out minimum standards of care;

- supporting witnesses giving evidence at court, through the roll-out of Witness Care Units (WCUs), segregated court facilities, better use of technology and by tackling witness intimidation;

- empowering victims through fuller information on case outcomes and restorative justice; and

- expanding community services for victims through the Victims Fund.

### Action in 2005–06 included:

- preparing, in April 2006, for the launch of the Code of Practice for Victims of Crime;
- rolling out further WCUs, bringing the total number of units to 165 by January, with at least one WCU in each Local Criminal Justice Area in England and Wales. Units provided a tailored service for victims and witnesses based on an individual needs assessment;
- running a public consultation on a 'Witness Charter', ending in February 2006. The Witness Charter set out the standards of service non-expert witnesses could expect at each stage of the CJS, from reporting a crime to giving evidence and post-crime support;

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- expanding community services for victims through the Victims Fund.

### Action in 2005–06 included:

- preparing, in April 2006, for the launch of the Code of Practice for Victims of Crime;
- rolling out further WCUs, bringing the total number of units to 165 by January, with at least one WCU in each Local Criminal Justice Area in England and Wales. Units provided a tailored service for victims and witnesses based on an individual needs assessment;
- running a public consultation on a 'Witness Charter', ending in February 2006. The Witness Charter set out the standards of service non-expert witnesses could expect at each stage of the CJS, from reporting a crime to giving evidence and post-crime support;

## A citizen focus: Victim's Code of Practice

All victims deserve the same standards of service from the CJS. Supporting victims appropriately is also key to improving the CJS: it helps the police to perform more effectively and increases the likelihood of victims giving evidence in court and of more offences being brought to justice.

The Code of Practice places obligations on criminal justice agencies to improve services to victims, by providing information throughout their case. For example, victims can expect an update when someone is charged and monthly progress reports on their case. In addition, vulnerable or intimidated victims will receive an enhanced service.

If a criminal justice agency fails to deal with a complaint a victim can take it to the Parliamentary Ombudsman, who has the power to investigate and make recommendations to the agency for remedy.

All criminal justice agencies have signed up to delivering the Code.

- issuing a consultation paper in December 2005, *Rebuilding Lives – supporting victims of crime*, which sought views on how to reform the Criminal Injuries Compensation Scheme;
- rolling out the Witness and Victim Experience Survey (WAVES) to all 42 Local Criminal Justice Areas. WAVES will increase local boards' understanding of the experience of victims and witnesses; and
- launching, through the Victims Fund, the *Care and Evidence Sexual Violence Training Package for Healthcare and Police Professionals* in December 2005. This drew together the care and health of victims and evidence gathering and investigation of the crime into a comprehensive package for professionals.

## Criminal Justice Information Technology

### Progress included:

- completing IT infrastructure implementation or system upgrades across the CPS, magistrates' courts, Crown Court and Prison and Probation Services;
- rolling out the Crown Court XHIBIT application and the XHIBIT portal, which gave the wider CJS community access to the information stored on it;
- rolling out the IT tool for Witness Care Officers to 141 WCUs as of the end of March 2006;
- connecting all public prisons and 42 probation areas, using CJS Exchange technology. This meant that assessments of offenders could be automatically exchanged; and
- seeing a 100 per cent growth in users of the secure e-mail service since it was fully rolled out in April 2004 – around 120,000 transfers of information per month took place between criminal justice organisations and practitioners.

In the past year, the Home Office spent over £200 million directly on improving victims' and witnesses' satisfaction. This included £30 million grant-in-aid to Victim Support and funding for the Criminal Injuries Compensation Authority. Figures for the total spend across government were not available.



### Bringing more offences to justice

- Provisional figures for the year to the end of December 2005 showed that 1,271,666 offences were brought to justice<sup>7</sup> in England and Wales, up 26.9 per cent on the baseline year. Performance continued to be well ahead of the trajectory required to achieve the target by 2007–08. For the 12 months ending December 2005, 37 of the 42 Local Criminal Justice Areas were performing at a level ahead of their March 2002 baselines.<sup>8</sup>

Our actions for bringing more offences to justice were focused on:

- driving up the number of sanction detections<sup>9</sup> through increased efficiency and sharing of best practice knowledge, rebalancing tasks between police officers, Police Community Support Officers and civilians and by using improved technology;
- closer CPS and police co-operation, so that the charge was right first time, properly supported by evidence;



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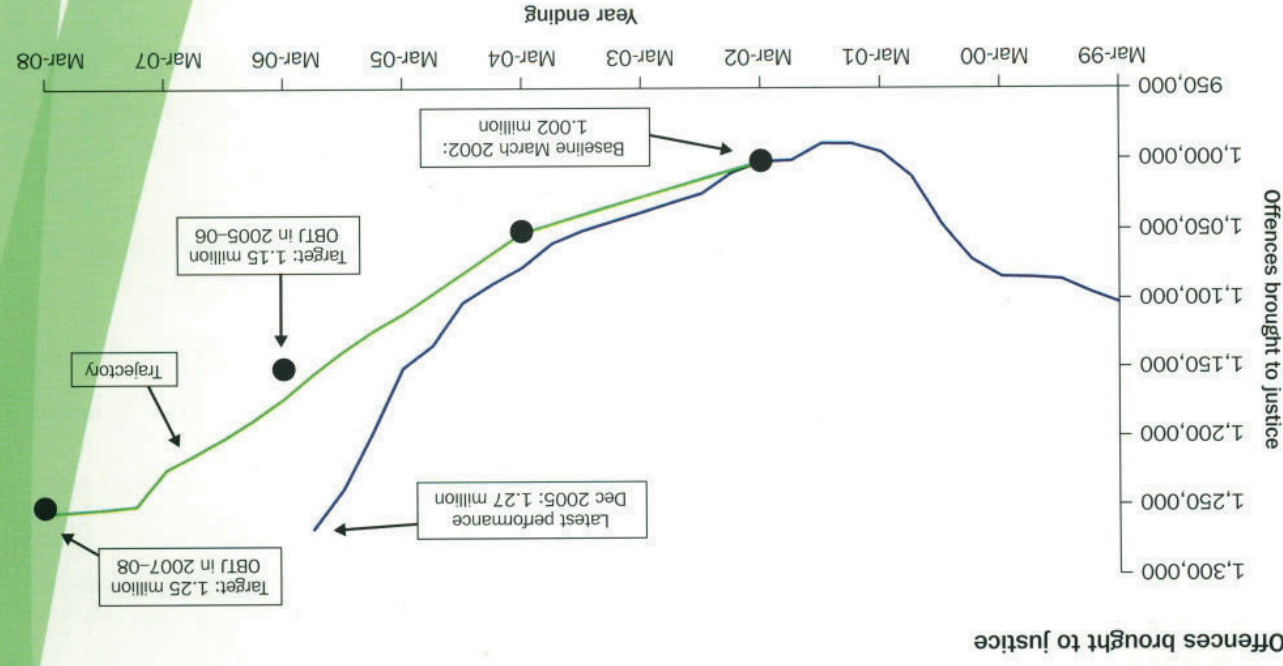
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<sup>8</sup> Provisional figures available when the DCA/CPS Departmental Reports went to print in May 2006 showed 39 areas performing at a level ahead of their March 2002 baselines.

<sup>9</sup> A sanction detection was claimed for a crime if there was a charge/summons, a Fixed Penalty Notice, a caution, a formal warning for the possession of cannabis, or an offence had been taken into consideration.





Offences brought to justice

- rolling out statutory charging to 40 out of 42 Local Criminal Justice Areas, up from 14 areas in 2004-05, where experienced prosecutors advised the police. Statutory charging will increase the number of cases in which the first charge made is the correct charge;
- continuing to roll out the Effective Trials Management Programme, which improved case preparation and the way in which cases progressed from point of charge through to trial. By the end of January 2006, the ineffective trial rates were 21.1 per cent in magistrates' courts and 12.7 per cent in crown courts, compared to 22 and 18 per cent respectively in April 2004;
- reducing through the No Witness, No Justice programme the number of trials that did not go ahead, due to non-attendance of a witness, to an average of 727 a month in August 2005, compared to 904 in September 2004;

- improving 'sanction detection' performance by helping forces to develop crime generic and crime specific investigation standards, and providing targeted support to help forces deliver improved performance, including issuing practice guidance on effective investigation processes;

**Action during 2005-06 included:**

- reducing the number of trials that did not go ahead on the day, through the roll-out of the Effective Trials Management Programme;
- maximising witness participation (see also actions focused on improving the experience of victims and witnesses on page 27);
- maximising defendant attendance at court; and
- tailoring the criminal justice process to fit the crime, including through the use of Fixed Penalty Notices and conditional cautioning.

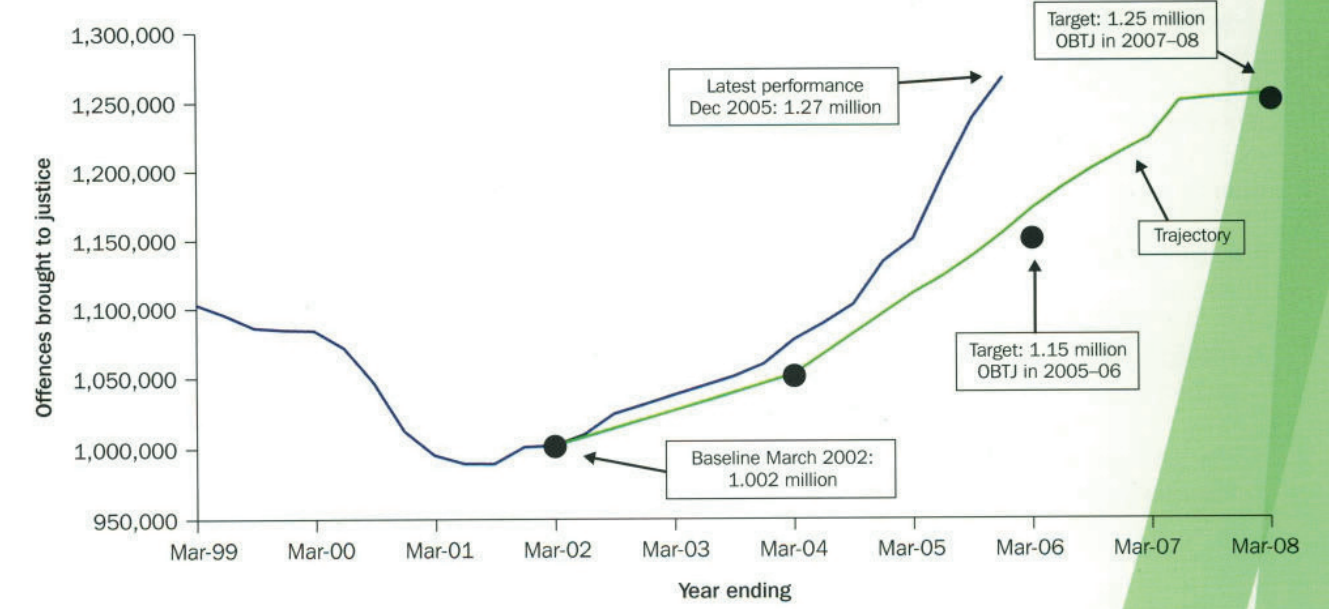
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Offences brought to justice



- implementing the secure e-mail notification of Fail to Appear (FTA) warrants by courts to police, to facilitate rapid enforcement action. The first month for which we had performance data was April 2005: 61 per cent of FTA warrants were notified to the police within one working day and 87 per cent within three working days. The requirement to use secure e-mail was introduced in October 2005. Performance steadily improved to reach the March 2006 target level of 90 per cent within one working day, with 97 per cent achieved within three working days (against a target of 100 per cent); and
- trialling conditional cautions in six areas. This enabled the prosecutor to attach reparative or rehabilitative conditions to a caution as an alternative to a prosecution.

The Home Office spent £3.4 million directly on bringing more offences to justice in 2005–06. Total spend across government could not be identified.

#### Protecting the public and enforcing the orders of the courts

- At the end of 2005–06, the rate of escapes from prisons and prison escorts was 0.038 per cent,<sup>10</sup> well within the target of 0.17 per cent.<sup>10</sup> There were no Category A escapes.

Our actions to ensure that the judicial process was managed effectively and that orders and sentences made by magistrates and judges were carried out were based around:

- ensuring that defendants attended court (see above);
- rebuilding the credibility of fines, with enhanced enforcement powers and better management;
- maintaining the very low level of prison escapes, including none by the most dangerous, Category A prisoners;

- continuing to take action to make sure that community penalties were rigorously enforced; and
- providing the custodial places for the sentences the courts handed down. Prison remained the most appropriate punishment for serious, dangerous and seriously persistent offenders.

#### Value for money in the National Offender Management Service

The latest estimate was that NOMS would achieve cumulative gains compared with 2003–04 worth **£241 million**, of which £121 million cashable, by the end of 2005–06. This built on strong performance in 2004–05, when NOMS achieved gains worth **£144 million**. The NOMS programme remained on course to deliver the Spending Review 2004 target.

This performance was driven by a combination of cash-releasing initiatives and increases in productivity, including, for example:

- implementation of the shared Offender Assessment System (OASys) computer system to partially automate the preparation of reports for court, saving over 100,000 hours of probation staff time per year;
- reductions in the cost of the NOMS headquarters, including better procurement practice;
- moving towards a shared service model in the Prison Service (Phoenix) to not only realise economies of scale but also introduce new and more effective ways of working in finance, HR and procurement; and
- new contracts for electronic monitoring which came into effect on 1 April 2005, and will save around £50 million per annum, as well as increasing effectiveness for community-based sentences.

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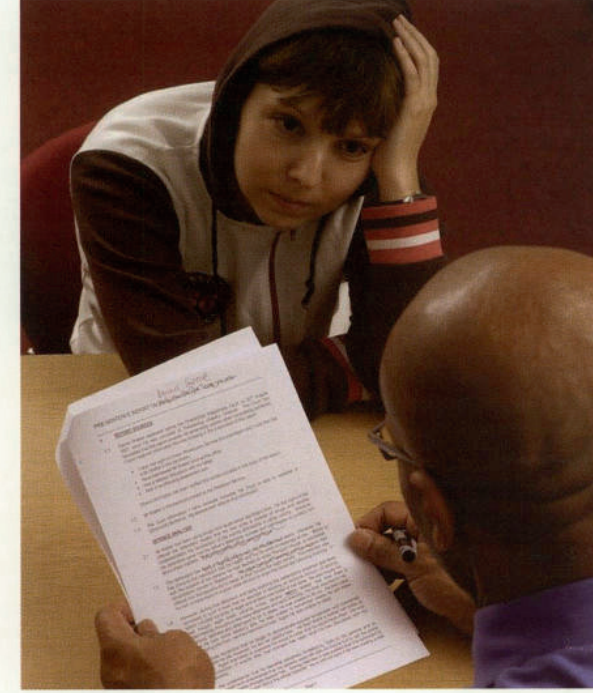
<sup>10</sup> This outturn figure was provisional and subject to final validation.

- the successful implementation of new contracts for electronic monitoring in April 2005. Nearly 60,000 new starts on electronic monitoring programmes were delivered during 2005–06 – an increase of 11 per cent over 2004–05;
- the completion of the shared Offender Assessment System (OASys) for the Prison and Probation Services, with the connection of all probation areas by the end of March 2006 to form a single risk assessment database for over one million assessments on 400,000 offenders;
- bringing into use about 1,700 new and refurbished prison places, more than offsetting the closure of HMP The Weare in August. The usable operating capacity was around 79,000; and
- implementing violence reduction strategies at each prison, with sharing of good practice (see box below).

### Violence Reduction Strategy

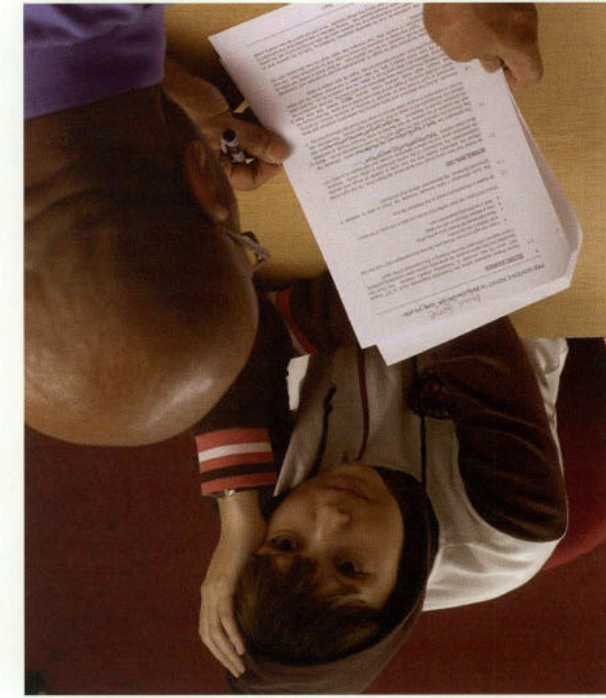
All Prison Service establishments were required to develop, implement and maintain their own local strategies to address violence. Doing so was crucial to maintaining good control and creating conditions in which reoffending could be addressed. The focus was on a whole-prison approach, where all aspects of service delivery and prison life were considered as opportunities to create a safer environment.

At HMP Moorland, the Violence Reduction Strategy was implemented through a consistent regime where thresholds of acceptable behaviour were clear and consistently reinforced. The induction process had been extended to include a comprehensive accredited course run by education providers on reducing bullying and harassment. This set the tone and helped prisoners improve their social skills and understanding. Good staff/prisoner relationships were soon recognised by prisoners as the key to feeling safe. Prisoner representatives attended the violence reduction committee and were able to articulate inmate concerns.



### Actions during 2005–06 included:

- providing LCJBs with targeted support for the first time to help improve enforcement performance in their area;
- the successful delivery of Operation Payback 3, a nationwide blitz on fine dodgers which had a positive impact on the payment rate and collected over £2 million;
- introducing a new performance management regime to ensure that all parts of the CJS worked together to improve the enforcement of community penalties;
- continuing to deliver appropriate and effective prison security, including through our comprehensive delivery plan for preventing escapes;
- further increasing the enforcement of community penalties, where offenders have not complied with the sentence, from 90 per cent in April 2005 to 91 per cent by March 2006;
- rolling out indeterminate sentences for public protection, which meant that seriously dangerous offenders would not be released until the Parole Board assessed that it was safe to do so;



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Estimates suggest that, including the work of the YJB, protecting the public and enforcing the orders of the courts accounted for around three-quarters of the total NOMS budget.

**Rehabilitation and reducing reoffending**

- The latest performance on proven adult reoffending was a reduction of 0.2 per cent from 1999–2000 to 2001–02 between the actual reoffending rate and the predicted rate. This represented a reduction of 1.3 per cent from 1996–97. We will publish the next set of adult results from 2002–03 in summer 2006.
- For young offenders the latest available results showed a reduction of 1.4 per cent from 2000 to 2004 between the actual reoffending rate and the predicted rate. This represented a reduction of 3.8 per cent from 1996–97.

Our actions to rehabilitate offenders and reduce reoffending were based around:

- rolling out sentencing reforms contained within the Criminal Justice Act 2003;
- establishing NOMS, with its emphasis on integrated offender management to reduce reoffending and increase effectiveness;
- tackling young offenders by addressing factors relating to offending (see Strategic Objective I), making greater use of supervised community programmes (such as developing the Intensive Supervision and Surveillance Programme) and piloting arrest and referral and drug testing for under-18s within the wider roll-out of the Drug Interventions Programme (see Strategic Objective III);
- establishing integrated offender management. A single offender manager will be accountable for managing an entire sentence, whether it is served in custody, the community or both;

- reducing reoffending through interventions and by developing closer partnerships with other government agencies; and
- developing commissioning and contestability. This will enable us to match provision to offender needs and allows a range of alternative providers to compete for work to ensure the best quality and value for money in managing offenders and encouraging innovation.



**Actions during 2005–06 included:**

- implementing, in April 2005, the generic Community Order set out by the Criminal Justice Act 2003. This allowed the courts to fit the punishment to the crime and better addressed reoffending;
- the publication, in February 2006, of a five-year strategy for NOMS;
- the YJB publishing its strategy for the secure estate for children and young people. Full details of YJB activity in 2005–06 can be found in the YJB annual report;

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### Partnership: Tank Museum, Bovington

Offenders sentenced to unpaid work helped the Tank Museum in Bovington keep its collection of decommissioned armoured fighting vehicles in top condition in exchange for engineering and basic skills qualifications.

The emphasis for the project was placed on

rehabilitation, as participating offenders were

helped to gain qualifications in engineering and basic skills. Tuition was provided by Weymouth

College, thanks to funding from the Learning and

Skills Council. The Tank Museum provided the

facilities for weekly sessions.

Mostly in the 16–24 age group, many of the

offenders taking part in the scheme had

experienced being excluded from school and

lacked basic qualifications. By gaining level 2

qualifications in literacy and numeracy (equivalent

to GCSE grade C), and an engineering

qualification, their chances of employment were

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The project was selected out of 300 nominations

for the Partnership of the Year Award at the 2005

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from a criminal justice agency or voluntary sector

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achievement.

Estimates suggested that, including the work of the YJB, rehabilitation and reducing reoffending accounts for around a quarter of the total NOMS budget.

- piloting the offender management model through the North West pathfinder, ahead of full national roll-out;

- launching the Reducing Reoffending Alliances – the Corporate, Civic Society and Faith and

Voluntary Sector – in November 2005. These

aimed to make reducing reoffending everyone's

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which aimed to encourage and promote an

approach to offender management that brought a

focus on communities into regional action plans

and local plans to reduce reoffending;

- the launch of the Community Payback initiative in

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Over five million hours of unpaid work are carried

out every year in England and Wales;

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<sup>11</sup> www.dfes.gov.uk/offenderlearning/index.cfm?fuseaction=content.view&CategoryID=3&ContentD=11

## Strategic Objective III: Fewer people's lives are ruined by drugs and alcohol

£'000	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06 Estimated Outturn	2006-07	2007-08
<b>Spending</b>	<b>Outturn</b>	<b>Outturn</b>	<b>Outturn</b>	<b>Outturn</b>	<b>Outturn<sup>12</sup></b>	<b>Plans</b>	<b>Plans</b>	<b>Plans</b>
Resource	0	1,825	80,619	96,351	206,904	184,606	209,851	209,851
Capital	0	0	0	0	2,174	1,300	3,300	3,300

### Overview

Substance misuse is a major social challenge, damaging the well-being of users, families and communities. Tackling drug misuse is also fundamental to reducing reoffending and tackling crime.

#### Facts and figures

- It was estimated that the economic and social costs of Class A drug use amounted to between £10 billion and £18 billion a year, 99 per cent of which was accounted for by the problem drug users on whom actions around drugs focused.

We took an integrated approach to tackling drugs,<sup>13</sup> which addressed each of the interrelated causes and impacts of drug-related harms by: reducing the availability of drugs on the street; tackling drug-related crime; providing effective treatment; and helping to prevent drug misuse among young people.

The cross-Government Alcohol Harm Reduction Programme<sup>14</sup> focused on reduction of key harms associated with crime and disorder and health. This included work to strengthen the response of enforcement agencies, such as the national Alcohol Misuse Enforcement Campaigns, Tackling Violent Crime Programme and work with the alcohol industry to establish voluntary measures to moderate excessive drinking and develop industry standards.

Delivery was led by one of our three Ministerial teams.

#### Delivery: policing, security and community safety

The Minister of State for Policing, Security and Community Safety and the Parliamentary Under-Secretary of State brought together and led delivery of Strategic Objectives I, III and V, which included ensuring that the causes and harms arising from drug and alcohol abuse were effectively tackled.

Drug abuse is a key cause of crime and of other harm to our communities. Cohesive communities are, in turn, more likely to be resistant to drugs gaining a foothold.

The work also supported Strategic Objective II, led by our offender management and criminal justice reform team, in particular in helping drug-misusing offenders address their offending behaviours beyond the end of their sentences.

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The cross-Government Alcohol Harm Reduction Programme<sup>14</sup> focused on reduction of key harms associated with crime and disorder and health. This included work to strengthen the response of enforcement agencies, such as the national Alcohol Misuse Enforcement Campaigns, Tackling Violent Crime Programme and work with the alcohol industry to establish voluntary measures to moderate excessive drinking and develop industry standards.

Delivery was led by one of our three Ministerial teams.

#### Delivery: policing, security and community safety

The Minister of State for Policing, Security and Community Safety and the Parliamentary Under-Secretary of State brought together and led delivery of Strategic Objectives I, III and V, which included ensuring that the causes and harms arising from drug and alcohol abuse were effectively tackled.

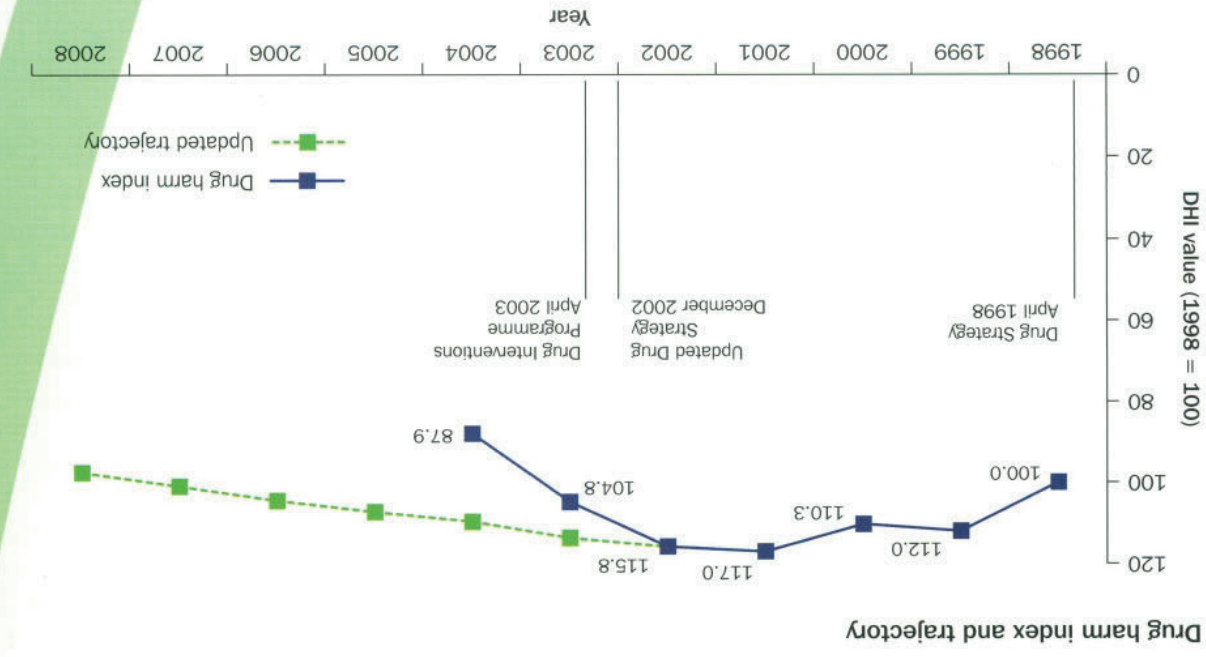
Drug abuse is a key cause of crime and of other harm to our communities. Cohesive communities are, in turn, more likely to be resistant to drugs gaining a foothold.

The work also supported Strategic Objective II, led by our offender management and criminal justice reform team, in particular in helping drug-misusing offenders address their offending behaviours beyond the end of their sentences.

<sup>12</sup> 2004-05 outturn included in-year transfers of around £24 million net.

<sup>13</sup> Updated Drug Strategy, Home Office 2002. This primarily covered England. There were respective strategies for Wales, Scotland and Northern Ireland.

<sup>14</sup> Alcohol Harm Reduction Strategy for England, Strategy Unit 2004.



Drug harm index and trajectory

- Partnership at international, national and local level was central to delivery:
  - our European and other international partners, together with HM Revenue and Customs (HMRC), tackled supply at source and en route to Britain;
  - the Department for Education and Skills (DfES) helped our children to resist drug abuse, and in adult life to enjoy alcohol sensibly;
  - the Department of Health (DH) and the National Treatment Agency (NTA) provided high-quality drug treatment and referral of those with alcohol problems;
  - local criminal justice system (CJS) agencies and partnerships – such as the police, Prison and Probation Services, local Crime and Disorder Reduction Partnerships, Drug Action Teams (DATs), Drug and Alcohol Action Teams and Youth Offending Teams – enforced prohibitions, tackled drug and alcohol-related crime and directed drug-misusing offenders into effective treatment, while local authorities regulated licensed premises;
  - the drinks industry made clear the dangers of excessive drinking and avoided irresponsible promotions; and
- Class A drug use among young people aged 16–24 was stable in 2004–05 compared with 1998, whilst the use of any illicit drug had fallen by 17 per cent; and
- fewer children aged 11–15 had taken illegal drugs: 19 per cent had taken drugs in 2004, compared with 21 per cent in 2003, 2002 and 2001.

**Delivery in 2005–06: drugs**

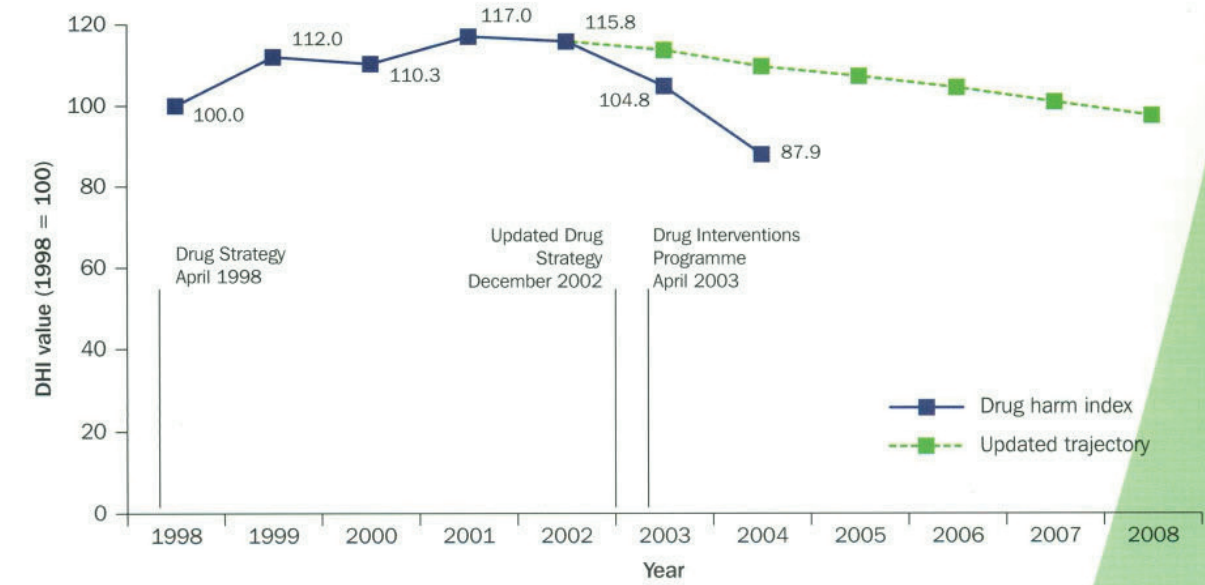
**Preventing young people from becoming tomorrow's drug misusers**

We continued to make good progress. The latest available data showed that, between 2003 and 2004, the harm caused by drug misuse, as measured by the Drug Harm Index, continued to fall and was 24 per cent lower than when the Drug Strategy was updated in 2002. Drug harms included: drug-related crime, community perceptions of drug problems, drug nuisance, and the various health consequences that arise from drug misuse.

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Drug harm index and trajectory



- local communities and individuals took a stand against crime and disorder and made informed and responsible decisions.

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Universal education programmes helped young people resist drugs. Targeted support activity with the most vulnerable can help prevent the development of drug-related problems. The Young People and Drugs Delivery Plan<sup>15</sup> set out how universal and targeted services would be provided and placed a particular focus on the identification and support of those in the most vulnerable groups.

#### Action during 2005–06 included:

- ensuring that nearly all schools had developed drug policies. Many schools were already doing excellent work in relation to drugs and the Office for Standards in Education (Ofsted) told us that the quality and quantity of drug education had never been better;
- DfES, the Home Office and DH issuing joint strategic guidance, *Every Child Matters and Drugs*, to chairs of local partnerships and Directors of Children's Services and reinforcing this through dedicated seminars and workshops at a series of regional events;
- the launch of an initiative in 30 High Focus Areas (HFAs), which will provide consultancy support and additional funding to develop best practice and to support faster and more sustained progress on delivery of drug services for children and young people; and
- the closer alignment of the FRANK website and telephone campaign with the objectives of the Young People and Drugs Delivery Plan, including an additional focus on vulnerable young people, supported by work with stakeholders in the HFAs.

Home Office expenditure on preventing drug misuse among young people totalled £36 million in 2005–06.



#### Reducing the availability of drugs

- In 2004–05 more than 3,000kg of heroin, 10,000kg of cocaine and substantial quantities of other Class A drugs were taken out of the supply chain. 299 trafficking groups were disrupted or dismantled; and £33.3 million of drug-related criminal assets were recovered (see also Strategic Objective I).

Action to reduce the supply of drugs was undertaken by a range of law enforcement agencies, co-ordinated by HMRC. Enforcement activity took place all along the supply chain, from source to street, using intelligence-led approaches which targeted traffickers at all levels. From April 2006 much of this activity was led by the newly-formed Serious Organised Crime Agency (also see page 23).

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<sup>15</sup> www.everychildmatters.gov.uk/-files



- expanding the intensive elements of the Programme to a further 33 local areas in April 2005;
- successfully implementing Testing on Arrest and Required Assessment, introduced in the Drugs Act 2005, across the Greater Manchester, Nottinghamshire and South Yorkshire police force areas from 1 December 2005. These provisions succeeded in identifying and directing into treatment a significant number of drug-misusing offenders not previously known to the treatment services. They were expanded to all other DIP intensive areas from the end of March 2006; and
- from the end of March 2006, Restriction on Bail provisions for drug-misusing offenders were extended to all Local Criminal Justice Areas in England.

### Drug treatment

Last year, 28-year-old Peter joined the Drug Interventions Programme to help him get off drugs. He got immediate help to tackle an expensive heroin and crack cocaine habit, which had resulted in him burgling commercial properties for computers and fax machines and stealing from his employer. Peter asked for help when he realised he was 'a slave to the drug'. He walked into a police station and asked to see the Birmingham Arrest Referral Team. Peter said their rapid response and one-to-one support helped him kick his habit. 'Within 24 hours, I was on a script (prescription) for a heroin substitute. They have been great. I was given my caseworker, Jason's, number and I could call him any time.'

Former Chief Superintendent Bob Baxter was the Programme Director in the West Midlands. He believed that it was better than anything that had gone before because it tackled the root cause of an offender's problems.

- police forces working collaboratively to tackle the regional wholesale supply networks, or 'middle markets', that supplied dealers in our biggest cities; and
- enforcement agencies taking a 'street-level-up' approach, which had been evaluated in four initial sites and was being expanded across the country. It worked by building an intelligence picture up from the street, through the regional wholesalers, to importers and ultimately to source and transit countries. This approach meant agencies were better equipped to disrupt entire supply chains, rather than focusing on street dealers, who were more easily replaced.

In 2005–06, across government, £380 million was spent on reducing the availability of illegal drugs. Direct Home Office expenditure could not be separately identified.

### Reducing drug-related crime

- Numbers entering treatment via the Drug Interventions Programme (DIP) were used as a proxy measure for success in engaging drug-misusing offenders. Since the Programme began in April 2003, it has directed more than 43,000 offenders into treatment.
- There were clear links between drug misuse and offending, particularly acquisitive crime. Getting offenders into effective treatment – in particular through the DIP – was therefore key to reducing such crime. The latest figures showed that acquisitive crime, to which drug-related crime made a significant contribution, fell by 12 per cent in the year to April 2005. We will continue to use new powers to deal with drug dealers and to tackle drug-related acquisitive crime.

### Action in 2005–06 included:

- increasing the number of drug-misusing offenders being directed into treatment through the DIP. The Programme directed more than 2,500 drug-misusing offenders a month into treatment;

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Home Office expenditure on the Drug Interventions Programme, which aimed to reduce drug-related crime, totalled £147 million in 2005–06.

#### Increasing participation in drug treatment programmes

- 89 per cent more people entered drug treatment programmes than in 1998, and 75 per cent of those were retained in or successfully completed treatment – up 20 per cent compared with 2002.

DH led work on treatment. We know that treatment works and is highly cost-effective: for every £1 spent on drug treatment, at least £9.50 is saved in crime and health costs. We worked to further improve the effectiveness of drug treatment, including aftercare services such as assistance with housing, employment, education and training.

#### Action during 2005–06 included:

- the launch, in June 2005, of a Treatment Effectiveness Strategy led by the NTA. This will ensure that all clients receive targeted treatment and support for their reintegration into the community;
- reducing national average treatment waiting times by almost three-quarters since 2001, from 9.1 weeks in December 2001 to 2.4 weeks in September 2005; and
- continuing to recruit more drug workers: up by almost 50 per cent on the March 2002 figure to 10,106 in September 2005.



The 2005–06 funding allocation for drug treatment – for both adults and young people – totalled £508 million, of which £300 million came from the Pooled Treatment Budget and £208 million from NHS and local authority mainstream funds.

#### Delivery in 2005–06: alcohol

The proportion of incidents where the victim believed the offender to be under the influence of alcohol remained stable in recent years. However, as part of the large overall fall in violence, the number of offences where the offender was believed to be under the influence of alcohol dropped by about a third since 1995.

#### Working with the drinks industry

Our actions were centred on establishing socially responsible marketing.

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### Improving alcohol education and information

Making the sensible drinking message easier to understand and targeting information campaigns at those most at risk.

#### Action in 2005–06 included:

- running the third national Alcohol Misuse Enforcement Campaign from November 2005 to January 2006. The campaign involved 234 police Basic Command Units and over 120 Trading Standards authorities.

- agreeing action with the major supermarkets to drive down the number of occasions when test purchases resulted in the sale of alcohol to a minor.

### Reducing alcohol-related disorder

Our actions focused on work with licensees, the police and local Trading Standards offices to ensure better enforcement of existing laws, including on under-age drinking, and increasing the use of Exclusion Orders and Fixed Penalty Notices.

#### Action in 2005–06 included:

- successfully overseeing the introduction of the new Licensing Act which gave new powers to the police to close down disorderly and noisy licensed premises, and to seek reviews of licences. It also increased fines for breach of licence conditions such as selling alcohol to children and made it possible for courts to suspend or order forfeit of personal licences at first offence;
- issuing 42,016 Penalty Notices for Disorder in 2005 for alcohol-related offences, of which 35,931 were for being drunk and disorderly; and
- completing the roll-out of the programme to regulate door supervisors, in licensed premises, throughout England and Wales.

### Improving treatment and support for people with alcohol problems

Providing better services to help the most vulnerable, including drug addicts, the mentally ill, homeless people and the young.

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## Strategic Objective IV: Migration is managed to benefit the UK, while preventing the abuse of the immigration laws and of the asylum system

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Resource	1,336,399	1,622,895	1,847,595	1,871,088	1,602,682	1,458,228	1,519,561	1,521,419
Capital	83,703	149,136	28,939	122,585	106,753	112,000	156,202	178,285

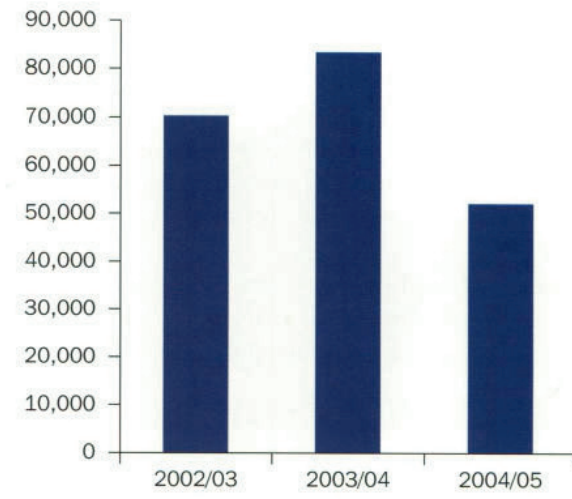
### Overview

Migration is likely to be a major phenomenon of the 21st century and one that touches all parts of UK society.

#### Facts and figures

- In 2004 there were approximately 222,600 net migrations to the UK. Migrants contributed to the UK economy, and our public services depended on staff from overseas. Workers from the eight EU Accession countries helped fill gaps in the UK labour market. For example, between July 2004 and September 2005, around 4,000 registered as drivers; 7,500 as care workers; 700 as teachers, researchers and classroom assistants; 400 as dental practitioners; and 500 as GPs, hospital doctors, nurses and specialists.
- International students collectively spent more than £5 billion a year on goods, services and tuition fees.
- Asylum applications continued to fall. In 2005, there were 25,720 applications (excluding dependants), down from 33,960 applications in 2004. We met the Tipping Point target in February and March 2006 by removing more failed asylum seekers than the number of new anticipated unfounded asylum applications received.

Number becoming failed asylum seekers (including dependants)<sup>16</sup>

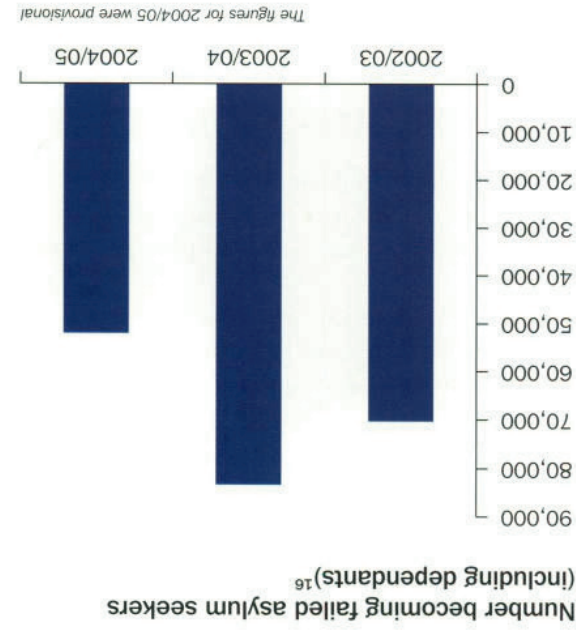


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- strengthening our border controls at home and overseas to make it harder for people to enter or stay in the UK illegally;

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- We worked with our partners across government:
- the Foreign and Commonwealth Office (FCO) supported our delivery of more secure borders through international pressure to counter global migration threats and developing arrangements with foreign countries to support the return of people who have no right to remain in the UK;
  - UKvisas, a joint FCO and Home Office directorate, delivered a wide range of programmes and initiatives as the overseas arm of an integrated border control. These contribute to operations against illegal immigration, organised crime and terrorism, and work on the implementation of the points based system;

**Delivery: immigration, citizenship and nationality**

The Minister of State for Immigration, Citizenship and Nationality and the Parliamentary Under-Secretary of State led on delivery of Strategic Objective IV, building an approach to migration which was fair and transparent, in which everybody in the country could have confidence, and in which asylum for those fleeing genuine persecution was an integral part.

Its work also supported Strategic Objectives I, III and V, led by our policing, security and community safety team, in particular through joint work with the police and others on counter-terrorism and organised crime, the Identity Card Scheme which will help counter illegal working and help prevent fraud, as well as by building more cohesive communities by securing better integration of asylum seekers.

Delivery was led by one of our three Ministerial teams:

- managing migration for the benefit of the UK, selecting who we admit to work or study, and taking firm action against abuse of the system;
  - improving the asylum system, both to welcome genuine refugees and to deal effectively with unfounded asylum claims more quickly;
  - removing swiftly those with no right to be here;
  - enhancing integration and citizenship, building a system that led to swifter integration through settlement and citizenship of those who had a long-term contribution to make; and
  - working closely with international partners so that the millions who travelled legally could do so safely, and to tackle illegal activity, such as people trafficking.
- The Immigration, Asylum and Nationality (IAN) Act received Royal Assent on 30 March 2006. It enables the Government to implement the promises it made in its five-year strategy which required primary legislation. It will help the Government in dealing with people who pose a threat to the UK's national security; continue our work to strengthen and modernise our borders using new technology; develop closer working between border control agencies; and restrict the right of those refused entry to challenge a decision.

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- the Department for Constitutional Affairs (DCA) delivered appeal decisions through the unified appeals system, and administered legal aid (through sponsorship of the Legal Services Commission);
- the Department for Work and Pensions (DWP) contributed to the monitoring of the Worker Registration Scheme for the new EU accession state nationals;
- HM Revenue and Customs (HMRC) and the Police in strengthening border security, whilst minimising the impact on legitimate traffic. The IAN Act 2006 allows for data sharing as part of the e-Borders programme. The Serious Organised Crime Agency (SOCA) worked with the Immigration and Nationality Directorate (IND) to reduce the harm caused to people and communities in the UK by organised immigration crime;
- the Department of Trade and Industry (DTI) supported our efforts in preventing and tackling illegal working by helping businesses to promote compliance;
- the Department for Environment, Food and Rural Affairs worked with us to promote the introduction of statutory licensing for Gangmasters;<sup>17</sup> and
- the United Kingdom Passport Service (UKPS), now incorporated into the Identity and Passport Service (IPS), delivered passports to British nationals living in the UK and worked with us on biometrics.

### EU Presidency: working with international partners

We made asylum and immigration a priority for our EU Presidency in the second half of 2005. The work included:

- adoption of an EU action plan on best practice, standards and procedures for combating and preventing trafficking in human beings;
- adoption at the December European Council of the *global approach to migration: priority actions focusing on Africa and the Mediterranean*.<sup>18</sup> This set out a plan of practical actions for strengthening migration co-operation between EU member states, their Mediterranean neighbours, and African states;
- agreement to pilot two regional protection programmes to enhance the capacity of (i) Ukraine, Belarus and Moldova, and (ii) Tanzania to improve refugee protection and managed migration;
- successfully concluding the text of an EC/Russia readmission agreement which will facilitate the return of irregular immigrants. Progress was also achieved on other EU readmission negotiations;
- adopting an intergovernmental agreement between member states on common minimum security standards and issuing procedures for ID cards; and
- agreeing with other member states to work towards a common framework for the integration of legally residing third-country nationals in all aspects of society and to share best practice.

(see also page 17)

### EU Presidency: working with international partners

We made asylum and immigration a priority for our EU Presidency in the second half of 2005. The work included:

- adoption of an EU action plan on best practice, standards and procedures for combating and preventing trafficking in human beings;
- adoption at the December European Council of the *global approach to migration: priority actions focusing on Africa and the Mediterranean*.<sup>18</sup> This set out a plan of practical actions for strengthening migration co-operation between EU member states, their Mediterranean neighbours, and African states;
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- the Department for Constitutional Affairs (DCA) delivered appeal decisions through the unified appeals system, and administered legal aid (through sponsorship of the Legal Services Commission);
- the Department for Work and Pensions (DWP) contributed to the monitoring of the Worker Registration Scheme for the new EU accession state nationals;
- HM Revenue and Customs (HMRC) and the Police in strengthening border security, whilst minimising the impact on legitimate traffic. The IAN Act 2006 allows for data sharing as part of the e-Borders programme. The Serious Organised Crime Agency (SOCA) worked with the Immigration and Nationality Directorate (IND) to reduce the harm caused to people and communities in the UK by organised immigration crime;
- the Department of Trade and Industry (DTI) supported our efforts in preventing and tackling illegal working by helping businesses to promote compliance;
- the Department for Environment, Food and Rural Affairs worked with us to promote the introduction of statutory licensing for Gangmasters;<sup>17</sup> and
- the United Kingdom Passport Service (UKPS), now incorporated into the Identity and Passport Service (IPS), delivered passports to British nationals living in the UK and worked with us on biometrics.

<sup>17</sup> The full definition of Gangmasters is in the Gangmasters (Licensing) Act 2004: [www.opsi.gov.uk/acts/acts2004/20040011.htm](http://www.opsi.gov.uk/acts/acts2004/20040011.htm)

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### Strengthening our border controls

Our actions to maintain robust immigration controls focused around:

- developing closer and more effective joint working between border agencies;
- continuing to extend and strengthen pre-entry immigration checks to help prevent undocumented passengers reaching the UK;
- increasing enforcement against illegal working and organised immigration crime; and
- providing a safe and secure way of verifying identity and tackling illegal working by requiring all foreign nationals who were here for more than three months to have a Biometric Residence Permit by 2008, as part of the ID Cards Programme.

#### Action during 2005–06 included:

- the Border Management Programme which has included trials of different ways of working such as passenger and freight interventions at a single point and the use of multi-skilled teams;
- expanding the Airline Liaison Officer network, offering advice and training to airlines on fraudulent documents and inadequately documented passengers in order to prevent people intent on abusing the UK's immigration controls in this way from entering the country, and using new detection technology at continental ports for the screening of UK-bound freight;

### Delivery in 2005–06

We maintained our momentum in reducing asylum intake and in the swift processing of applications, including the use of fast-track processes for some detained applicants and dedicated casework management teams to ensure that decisions were made as quickly as possible. We continued to combat illegal working and consulted on our proposed plans for reforming the legal migration routes into the UK by means of a points based system, which aimed to make migration routes transparent and work to the benefit of the UK.

Immigration, asylum and nationality-related figures for 2005–06 will be published by the Home Office Research, Development and Statistics Directorate in 2006 and 2007.<sup>19</sup>

### Improving customer focus in the Immigration and Nationality Directorate

We sought to put the customer at the heart of all that we did in order to improve our services and strengthen the business. Action included:

- making it easier for our customers to contact us by expanding the capacity at our telephone contact centres, including recruiting more staff;
- upgrading our website to make it easier to use and to find information, including application forms and frequently asked questions;
- working with local authorities to expand the Nationality Checking Service so that applications could be submitted locally and ensuring that applications were complete;
- treating our customers as individuals, offering an appointments-based service for customers at the Croydon Public Enquiry Office to reduce waiting time; and
- reviewing our complaints handling and processes to identify the top causes of customer dissatisfaction and using the information to drive operational change.

<sup>19</sup> *Control of Immigration: Statistics, Asylum Statistics, Persons Granted British Citizenship annual series 2005 and 2006, and the Asylum Statistics quarterly series 2005 and 2006 are both available from: [www.homeoffice.gov.uk/rds/immigration1.html](http://www.homeoffice.gov.uk/rds/immigration1.html)*

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- rolling out Project Semaphore, which captured movement records of 6.5 million passengers during its first year of operations and provided advanced alerts of passengers of operational interest to Immigration, police and HMRC staff at the border;
- launching a public consultation in January 2006 on a national action plan to tackle human trafficking, which built upon existing tough anti-trafficking measures;
- increasing enforcement activity significantly to tackle illegal working: there were 2,850 illegal working operations in 2005, compared with 1,618 operations in 2004. The IAN Act 2006 also provided for a new civil penalties scheme for employers by introducing fines for each illegal employee, and for those who knowingly use or exploit illegal workers custodial sentences of up to two years and unlimited fines; and
- conducting operations to target illegal migration by organised criminal gangs. For example, the IND Intelligence Service worked with EU law-enforcement agencies to disrupt human traffickers providing Chinese nationals with fraudulent passports to smuggle them into the UK, Germany and France. Safe houses en route were closed down and a number of human traffickers were arrested, including three in France, 15 in Holland and three in the UK.

Estimated spending on border control, including e-Borders, in 2005–06 was £190 million.

### Identity cards

The Identity Cards Bill received Royal Assent in March 2006 and set out the legal framework for the National Identity Scheme. The expected benefits included:

- disrupting the use of false and multiple identities by organised criminals and those involved in terrorist activity;
- tackling illegal working and immigration abuse;
- enabling easier and more convenient access to services and ensuring that free public services were only used by those entitled to them;
- helping to protect people from identity fraud and theft; and
- ensuring that British citizens were able to continue to travel freely as international requirements for secure, biometric identity documents developed.

The new Identity and Passport Service (IPS) incorporates the functions of UKPS and the Home Office ID Cards programme, and was established on 1 April 2006.

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- announcing in March 2006 that, as a result of consultation on the points based system, the SAB will draw on the existing Skills for Business Network, comprising the Sector Skills Development Agency, Sector Skills Councils and Futureskills Scotland.
- Estimated managed migration expenditure in 2005–06 was £86 million, which was recovered in part through fee income.

### The Identity and Passport Service, formerly the United Kingdom Passport Service

UKPS had a record 12 months, receiving around 6.6 million applications for passports and turning them around in an average of under five days.

Other achievements included:

- being rated highest for customer service by CompariSat<sup>21</sup> when compared with leading public and private sector organisations;
  - enhancing the electronic application route to improve customer service;
  - developing and implementing a facial recognition system, which has successfully identified attempted fraudulent applications using duplicate identities; and
  - successful piloting the Passport Validation Service to support the e-Borders agenda, while also successfully piloting the process with selected financial institutions.
- Estimated total turnover was £283 million.
- The Identity Cards Act 2006 incorporated UKPS as part of the Identity and Passport Service (IPS), see box opposite. IPS remains committed to the high customer service levels and continual development attained by UKPS in its efforts to combat identity fraud.

### Managing migration to the benefit of the UK

We recognised the importance of maintaining public confidence in the immigration and asylum system by allowing immigration where it was in the country's interests and preventing it where it was not. Our actions for achieving this focused around:

- simplifying and rationalising our legal migration routes for work and study into a single, flexible points based system. The key outcomes of the new system will be better identification and attraction of migrants who have most to contribute to the UK; a more efficient, transparent and objective application process; improved compliance; and reduced scope for abuse; and
- establishing a Skills Advisory Body (SAB), the role of which will be to identify shortages in skills and labour on a sector basis.

### Action during 2005–06 included:

- tackling abuse of legal routes of entry, particularly in relation to the student and marriage categories, and conducting and publishing the Government's response to a consultation on the new points based system for migrant workers.<sup>20</sup> This aimed to improve public confidence and allow only skilled workers to settle in the UK;
- launching the Joint Workplace enforcement pilot with the DTI, DWP, HMRC and others to explore the scope for closer working, including intelligence sharing in order to tackle the exploitation of illegal migrant workers;
- increasing fees for foreign nationals using non-asylum immigration services in April 2005 to ensure that the fees reflected the costs associated with administering the system in the UK, including leave to remain and work permit applications; and

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**Improving the asylum system**

We introduced a more effective process for asylum claimants, including fast tracking and closely managing asylum claims.

- We continued to bear down on the number of unfounded asylum claims (ie the number where the decision was 'failed asylum seeker'), which fell from 70,200 in 2002-03 to 52,000 in 2004-05<sup>22</sup> by, for example, pre-entry checks, further tightening of border controls and fast-track processing, which helped us to achieve the Tipping Point target in February and March 2006.
- We are handling 80 per cent of substantive asylum applications from making initial decisions within two months (2004-05) through to deciding 67 per cent of final appeals within six months.

Our actions centred on implementing the New Asylum Model (NAM) to improve the end-to-end case management of asylum cases from application through to integration or removal.

**Action during 2005-06 included:**

- introducing fast-track facilities for those applicants detained at our Yarl's Wood (females only), Harmondsworth and Oakington Centres with the capability to process around 30 per cent of new asylum applications via our detention estate; and
- introducing, in April 2005, the new Asylum and Immigration Tribunal, designed to increase the speed and finality of the appeals process and deter failed asylum applicants who used the old appeals system to prolong their stay in the UK.

**New Asylum Model**

NAM is establishing faster and more closely managed processes for all new asylum claimants.

NAM is building on the progress we made in recent years, including successes in fast tracking claims at our Harmondsworth, Oakington and Yarl's Wood centres. It aims to improve the quality of the decision-making process so that fewer decisions are appealed or overturned on appeal. NAM also aims to improve the enforcement of decisions to refuse asylum, so that removal of recently failed applicants becomes the norm.

The model starts by sorting claims into segments according to their characteristics; for example suitable non-suspensive appeal cases where we regard the claimant's country of origin as generally safe and where any appeal against refusal of asylum has to be made from outside the UK. The claimant will then be allocated to a specialist caseworker, the case owner, who manages all aspects for the claim, having regular face-to-face contact with the claimant through to integration or removal.

The case owner will also be responsible for creating and maintaining an individual case management plan for the claimant. A reporting regime will also be set, determining where and how frequently the claimant should make contact with the Home Office and whether to use technology, such as tagging and voice recognition schemes. Support arrangements will be linked to the reporting regimes and failure to comply may result in termination of support payments.

At the end of the process, the case owner will be responsible for managing successful claims into our integration process and, where claims are refused, be responsible for ensuring the claimant's return to their home country.

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### Continuing action on removal

We have continued to increase the number of removals of failed asylum seekers, which rose from 3,480 during the final quarter of 2004–05 to 4,930 in the same quarter in 2005–06, which helped us to achieve the Tipping Point target in February and March 2006.

It is now apparent, however, that a significant number of foreign national prisoners were released without consideration of deportation. The Home Secretary has set out eight priority areas for action radically to improve the effectiveness of our arrangements for deporting foreign national prisoners.

Our actions for improving removal performance on asylum in 2005–06 focused on:

- improving contact management and expanding the use of detention and electronic tagging;
- continuing to prosecute those who arrived without documents;
- securing more effective return agreements with countries that generated the most failed asylum seekers; and
- maximising the use of our voluntary return schemes.

### Action during 2005–06 included:

- improving our contact management regime by linking the payment of asylum support to compliance with reporting instructions. The national roll-out of this programme was due for completion in the summer of 2006. We also began to use new technologies, such as tagging and voice recognition, to increase the level of contact that we had with applicants throughout the process;
- using biometric data obtained prior to people entering the UK in order to identify those who had entered legitimately and then sought to conceal their true identity by destroying their travel documents, their purpose being to claim asylum in a different, false identity and/or to frustrate any removal activity;

### Value for money in the Immigration and Nationality Directorate: asylum support costs

Having reduced asylum support costs by **£57 million** in 2003–04 and **£250 million** in 2004–05, we continued to work towards further savings and have saved a further **£150 million** in 2005–06 by:

- ensuring that applicants were given the right status, clearing older cases out of the system and improving processes to cease support efficiently;
- increasing the use of more efficient, pre-planned 'initial accommodation', rather than expensive emergency accommodation, to meet our legal obligations for asylum seekers;
- renegotiating accommodation contracts, ensuring that new contract arrangements minimised the payment of voids (contracted accommodation which we paid for regardless of occupancy) and terminating contracts for asylum accommodation that was no longer required; and
- improving investigations work through the introduction of fraud awareness sessions for staff, targeting older support cases and the introduction of a contract management strategy.

As NAM is rolled out, we will achieve further savings in support costs by moving claimants through the asylum process more quickly and removing more of those whose appeal rights are exhausted.

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- entering into further agreements with foreign governments, for example Pakistan and Iraq, to secure the return of their nationals who had no right to remain in the UK; and
- actively promoting voluntary returns to asylum seekers, failed asylum seekers and those who were here illegally. This resulted in more returns through the assisted voluntary return schemes. In 2005–06, there were more than 3,800 returns under these schemes.

Estimated spending on enforcement and removals, including detention costs, in 2005–06 was £288 million.



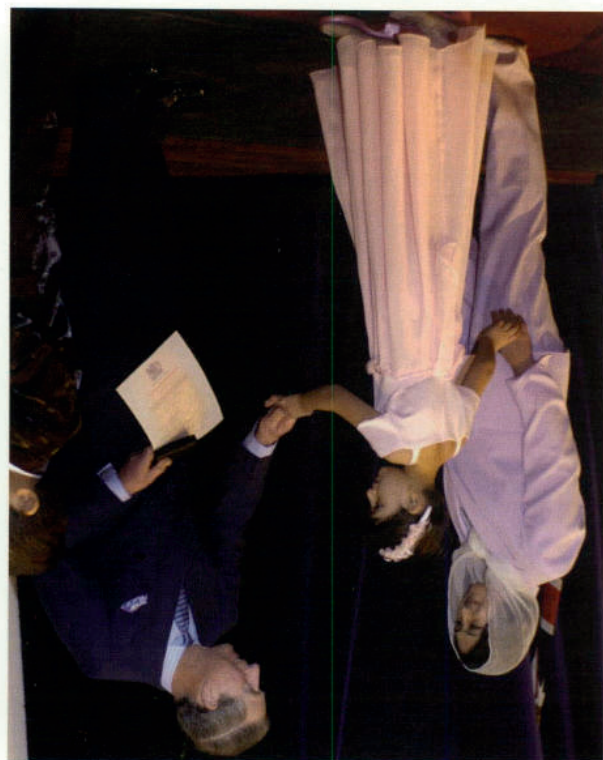
**Enhanced integration and citizenship**

Managing migration for the benefit of Britain means helping people who have been admitted to live in this country to make a success of their lives here and to contribute to society. Our actions focused on:

- continuing to help those who have permanent status to integrate quickly and accept the full rights and responsibilities of citizenship;
- requiring migrants to pass tests in English language and knowledge of the UK before they were granted permanent settlement rights; and
- expanding the Gateway Protection Programme.

**Action during 2005–06 included:**

- introducing, in November 2005, a new 'Life in the UK' test for adult applicants who want to become British citizens to demonstrate their knowledge of life in the UK. At the end of February 2006, around 25,000 people had taken the test with a success rate of 70 per cent;
- setting up a new programme, Sunrise, in four major cities, helping new refugees to draw up personal integration plans, which helps them into employment and to forge new links with the communities in which they live;
- developing a refugee integration loans scheme and implementing a nationwide mentoring scheme for refugees; and
- through the Gateway Protection Programme, continuing to work in partnership with the United Nations to enable some of the world's most vulnerable refugees, who could not otherwise have left their home regions, to come and make new lives in Britain: 400 people have been resettled here under this programme since March 2004.



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**Enhanced integration and citizenship**



Estimated spending on enforcement and removals, including detention costs, in 2005–06 was £288 million.

Managing migration for the benefit of Britain means helping people who have been admitted to live in this country to make a success of their lives here and to contribute to society. Our actions focused on:

- continuing to help those who have permanent status to integrate quickly and accept the full rights and responsibilities of citizenship;
- requiring migrants to pass tests in English language and knowledge of the UK before they were granted permanent settlement rights; and
- expanding the Gateway Protection Programme.

## Strategic Objective V: Citizens, communities and the voluntary sector are more fully engaged in tackling social problems and there is more equality of opportunity and respect for people of all races and religions<sup>23</sup>

£'000	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Spending	Outturn	Outturn	Outturn	Outturn	Outturn	Outturn	Plans	Plans
Resource	75,601	56,231	84,473	81,674	120,293	180,716	175,534	193,123
Capital	663	7,948	9,424	5,242	65,328	46,284	284	284

### Overview

Strong communities with active citizens of all races and religions combined with strong civic organisations enable us to build trust within our neighbourhoods, to work together with and in support of the public services and to tackle issues that matter to all.

- enabling VCS organisations to play a greater role in society, including through the delivery of public services;
- tackling inequalities, opening opportunities for all and eradicating racism and extremism; and
- promoting inclusive citizenship, identity, belonging and building cohesion, by engaging with faith communities and listening to citizens and communities more widely.

### Facts and figures

- In 2005 around 20.4 million people participated actively in their communities (in informal volunteering and formal volunteering) in England, an increase of 2 million since 2001.
- Some Black Minority Ethnic (BME) communities still experienced deprivation and poor outcomes in health, education and employment.

To enable active, cohesive, fair and empowered communities, communities in which individuals and voluntary and community sector (VCS) organisations contribute to addressing social and economic challenges and in which there is equality of opportunity, our actions centred on:

- encouraging greater participation in tackling local problems faced by communities, particularly by young people and those at risk of social exclusion;



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Delivery was led by one of our three Ministerial teams:

**Delivery: policing, security and community safety**

The Minister of State for Policing, Security and Community Safety and the Parliamentary Under-Secretary of State brought together and led delivery of Strategic Objectives I, III and V, including by ensuring effective engagement with our partners and local citizens in building confident communities.

Active, cohesive and empowered communities are the best foundation for long-term reductions in crime and in the number of lives ruined by drug abuse; similarly, ensuring that people are and feel safe are the best foundations for confident communities.

The work also supported Strategic Objective II, led by our criminal justice and offender management team, in particular by tackling actual and perceived discrimination by key public services including the criminal justice agencies. It also supported Strategic Objective IV, led by our immigration, citizenship and nationality team, by building a cohesive society that welcomes those who come here from overseas to work, study or for security from persecution.

Partnership at national and local level is central to delivery. We worked with:

- other government departments and local government, contributing to a range of initiatives designed to strengthen communities, including through the *Together We Can*<sup>24</sup> action plan;

- the VCS across the range of our work;
- the Commission for Racial Equality (CRE) to promote race equality and good race relations; and
- faith communities and organisations, such as with Muslim community representatives in producing the *Preventing Extremism Together*<sup>25</sup> report.

**Delivery in 2005–06**

We met our target to significantly increase community participation and strengthened active communities through investment in the VCS. We launched the *Together We Can* action plan to help communities and public services address common goals. We continued to deliver our strategy, *Improving Opportunity, Strengthening Society*<sup>26</sup> for increasing race equality and cohesion. Both made an important contribution to our Sustainable Development Strategy (see section 2, page 62).

**Building active communities**

The 2005 Home Office Citizenship Survey (HOCS) published in November 2005 demonstrated that the number of people regularly volunteering, either formally or informally, was significantly above our baseline year of 2001. Groups at risk of social exclusion, such as those without formal qualifications and certain BME groups, tended to have slightly lower levels of volunteering, although participation among these groups was also higher than in 2001.

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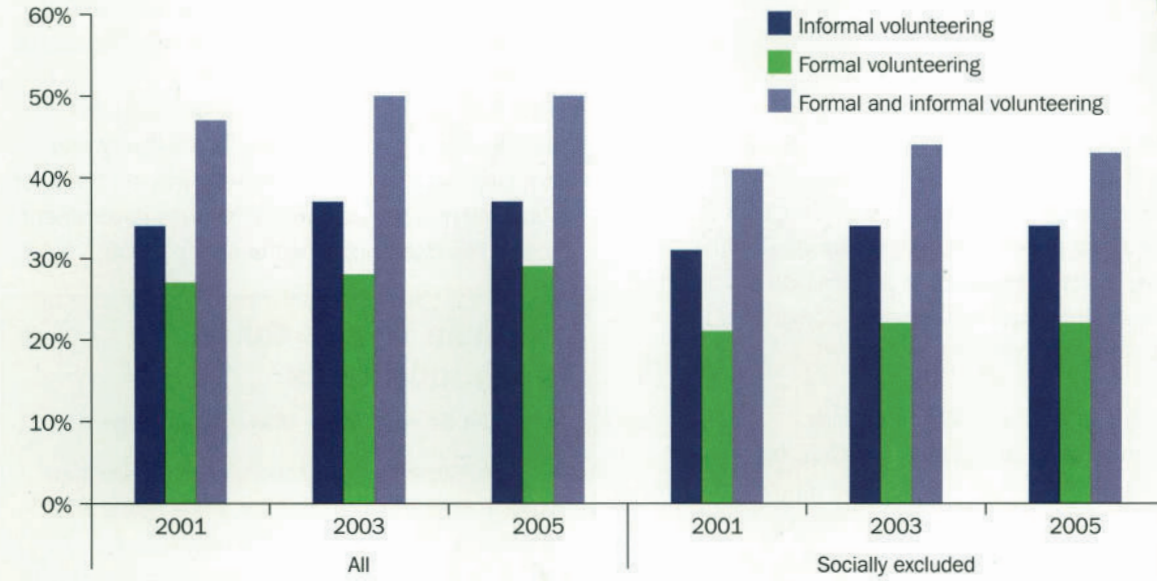
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Percentage of formal and informal volunteering among all adults in 2001, 2003 and 2005



The Home Office State of the Sector Panel research indicated that:

- there was a small but statistically non-significant rise in the Voluntary Sector Activity Index for 2003-04 (Year 2), from 100 to 101. This was based on median government funding, the median number of employees and the median number of volunteers (the median provides the most appropriate measure of trend activity. It is preferred to the mean as it is not distorted by the data distribution);
- median government funding rose by 12 per cent (including an adjustment for Housing Associations);
- the median number of employees rose by 7 per cent; and
- there was a fall in the median number of volunteers of 11 per cent. However, there was also a rise in the mean number of volunteers, suggesting that growth was not reflected evenly across the sector as a whole.

Our actions for engaging citizens, communities and the voluntary sector in tackling social problems centred around six main elements:

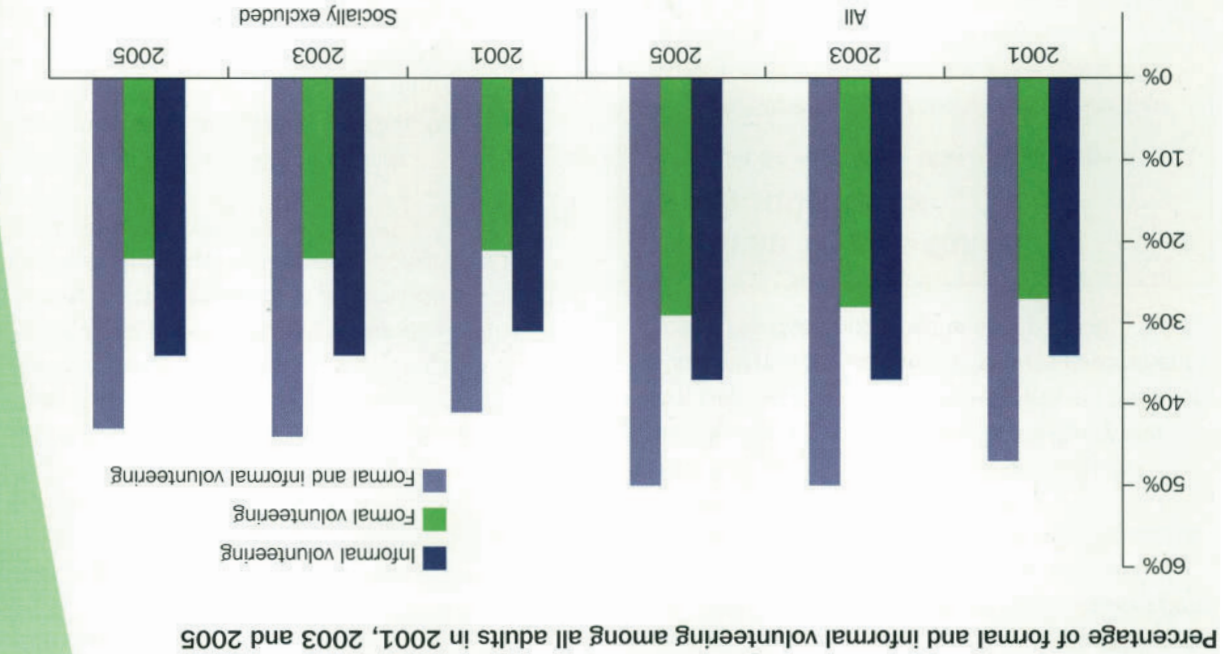
- increasing volunteering, particularly among those at risk of social exclusion, through reducing barriers to such activity and providing information and support;
- fostering a culture of regular, planned and tax-efficient charitable giving, such as through payroll giving schemes and work with young people;
- leading on the Government's action plan, *Together We Can*, to help citizens and a range of public bodies to collaboratively design and deliver improvements in their communities;
- investing in the infrastructure that supports front-line VCS organisations;
- investing in the capacity of the VCS to engage in public service delivery and working with public service commissioners and procurers to ensure that their plans enabled VCS organisations to fulfil their potential as service providers; and
- modernising charity law and regulation to ensure that charities could thrive and realise their full potential.

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**Action during 2005–06 included:**

- securing pledges, through 'The Year of the Volunteer', of 1.6 billion minutes of volunteering time;
- launching, in May 2006, a new charity to drive a step-change in the quality, quantity and diversity of youth volunteering. It will build on progress already made since publication of the Russell Commission report, which includes over £10 million in commitments from businesses, alongside up to £100 million of public funding;
- publishing, in June 2005, and early implementation of *Together We Can*, the Government's action plan for civil renewal. Twelve government departments contributed initiatives, which enabled people to better engage with public bodies and influence the decisions made about their communities. This was complemented by the existing Active Learning for Active Citizenship programme, which also helped empower people in their dealings with public bodies. The Guide Neighbourhoods programme (see the box opposite) enabled local residents to receive advice and practical help from experienced residents' organisations and Civic Pioneer local authorities championed better engagement with their local communities;
- launching, in April 2006, Capacitybuilders, a new arm's-length funding organisation to drive forward investments through our 'Change-Up' strategy. During the year over £55 million of grants were made to help the VCS make more effective use of IT, and to improve governance and infrastructure;
- our Futurebuilders programme making grants and loans to over 100 front-line voluntary organisations with commitments, totalling £45 million, in areas such as crime and education, to help them increase their capacity to deliver public services;

- strengthening the compact between the VCS and government, including establishing an independent Compact Commissioner to promote partnership working between government and the third sector;
- work with other government departments to identify new opportunities for VCS delivery and reducing barriers to such delivery was on track for publication in the autumn. The cross-government Action Plan was published in spring 2006;

**A citizen focus: Guide Neighbourhoods**

**Pembroke Street Estate Management Board**

Pembroke Street is in Devonport, about a mile from Plymouth city centre. In the 1980s, the estate was plagued by crime, vandalism and poor housing. A group of residents convinced the planners to involve them in redesigning the layout of the estate, and their contribution acted as a catalyst for regeneration. The estate is now a New Deal for Communities area in its fifth year, with a budget of £45 million. An Estate Management Board, first set up in 1994 to manage housing, also runs a very successful youth service and a local repair and maintenance project. It also provides training for local adults and young people at risk of school exclusion.

Originally one of the most deprived areas in the country, Pembroke Street is today often referred to as an 'oasis' within Devonport and is noted for its clean and well-kept appearance. Following their success, Pembroke Street Estate Management Board is now taking part in the Guide Neighbourhoods programme. Funded by the Civil Renewal Unit as part of the *Together We Can* action plan, this enables resident-led organisations to provide an advice service to other areas, so they can learn from their experience.

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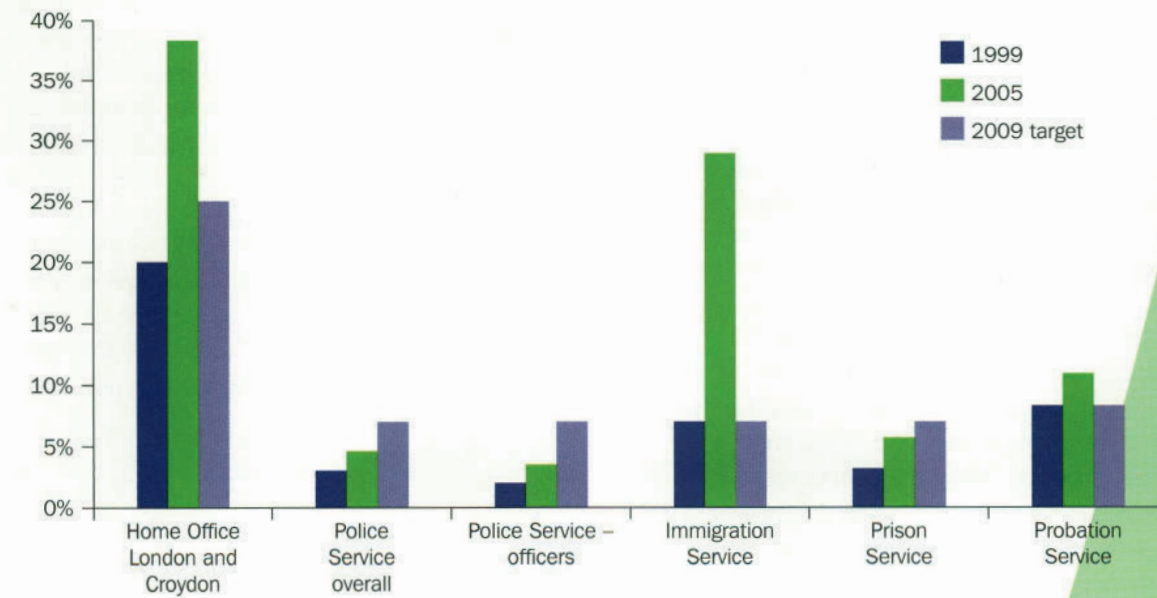
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**Increasing race equality and building cohesive communities**

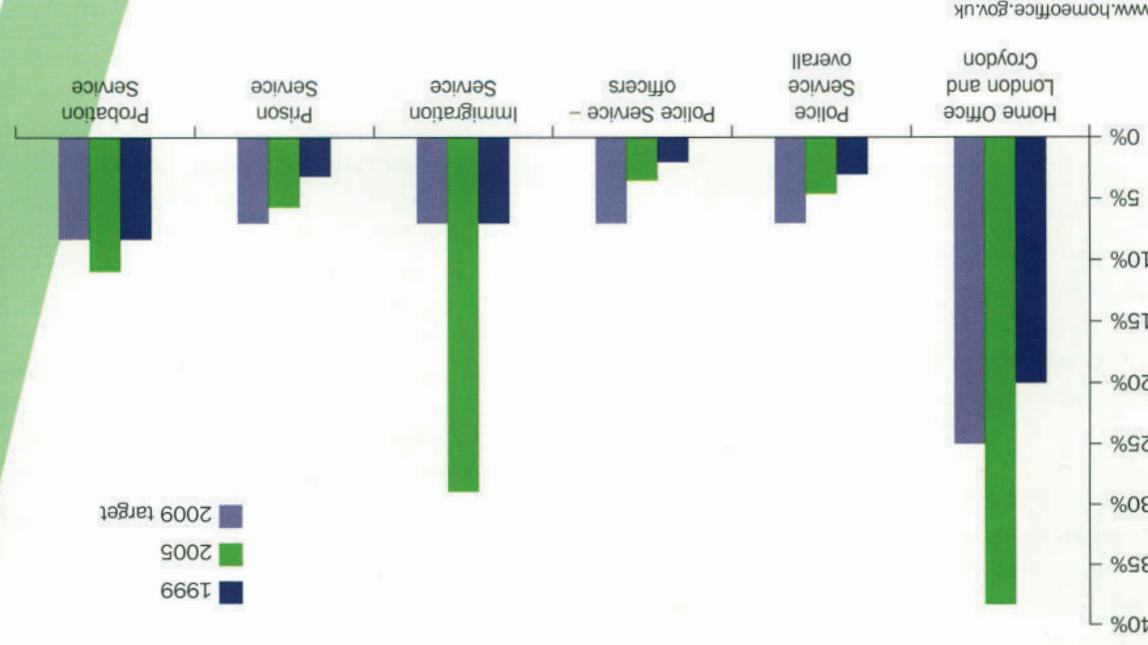
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- We made progress on delivering the race employment targets. The latest outturns were: Police 4.6 per cent; Immigration Service 28.9 per cent; Probation Service 10.9 per cent; Prison Service 5.7 per cent; and Home Office 38.3 per cent.
- launching a new strategy, *A Generous Society*, in November 2005 to promote a culture of charitable giving, focused in particular on young people; and
- the Charities Bill continued its progress through Parliament and is expected to become law in

The race employment targets for the Home Office and its service areas



<sup>27</sup> www.homeoffice.gov.uk



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The figure of 80 per cent of people agreeing that their local area was a place where people from different backgrounds got on well together was unchanged since 2003.

We worked across government to deliver the race and cohesion strategy *Improving Opportunity, Strengthening Society* to tackle discrimination and improve cohesion, holding events in every region in England to raise awareness and significantly increasing our engagement with the people who could help us deliver. Our actions involved:

- tackling inequalities and opening opportunities for inclusion, building a more representative public sector workforce (including within the Home Office itself) and integrating newcomers into British society (see also section 2);
- working across government to improve outcomes for people from ethnic minority groups and to reduce perceptions of discrimination;
- promoting inclusive citizenship, a shared sense of identity, belonging and cohesion, by sharing knowledge of 'what works' and funding community programmes; and
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#### Action during 2005–06 included:

- establishing stakeholder project groups, chaired by Ministers, to identify and recommend action on issues such as raising aspiration and attainment among young black men, and increasing the number of people from BME communities at senior levels in public services, especially the police, alongside measuring actual and perceived discrimination by public services;

- implementing, in April 2006, a CRE Code of Practice in Employment, supported by the Confederation of British Industry, the Trades Union Congress and the Small Business Service. The Code outlined employers' legal obligations under the Race Relations Act 1976 and contained general advice on the policies they need to safeguard against discrimination and harassment, as well as more detailed recommendations on the procedures and practices that would help ensure fair and equal treatment for everyone;
- enhancing the CRE's ability to monitor and secure the compliance of public bodies with Race Relations legislation, including by running a number of workshops for government departments and jointly reviewing Race Equality Schemes;
- increasing the number of government departments undertaking Race Equality Impact Assessments (REIAs) from 11 departments in 2003–04 to 12 departments in 2005–06 and embedding REIAs into the Regulatory Impact Assessment process. We are now focusing on increasing both the number and quality of assessments;
- continuing to roll out our five-year race and diversity programme (see section 2, page 64);
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**A citizen focus: Citizens' Day**  
 Citizens' Day is an opportunity to promote a better understanding of rights, responsibilities and how participation can make a difference in building stronger local communities and neighbourhoods. This year, events were held in Birmingham, Hull, Southwark and Stoke-on-Trent. In Birmingham the theme was 'Strength in Diversity', and activities co-ordinated with those of Local Democracy Week and Black History Month. The launch of 'Hull Together Now' will build community cohesion and promote the work of voluntary organisations. In Southwark, the emphasis was on the history of local communities and the importance of volunteering in shaping it. Citizens' Day in Stoke-on-Trent focused on younger people and engagement within the local community.

Islamic scholars on Islam in the West.

- launching Connecting Communities Plus, a £6 million a year grants programme to drive increased equality and cohesion in the worst-off communities. As part of this, we funded work to reduce actual and perceived discrimination by key public services;
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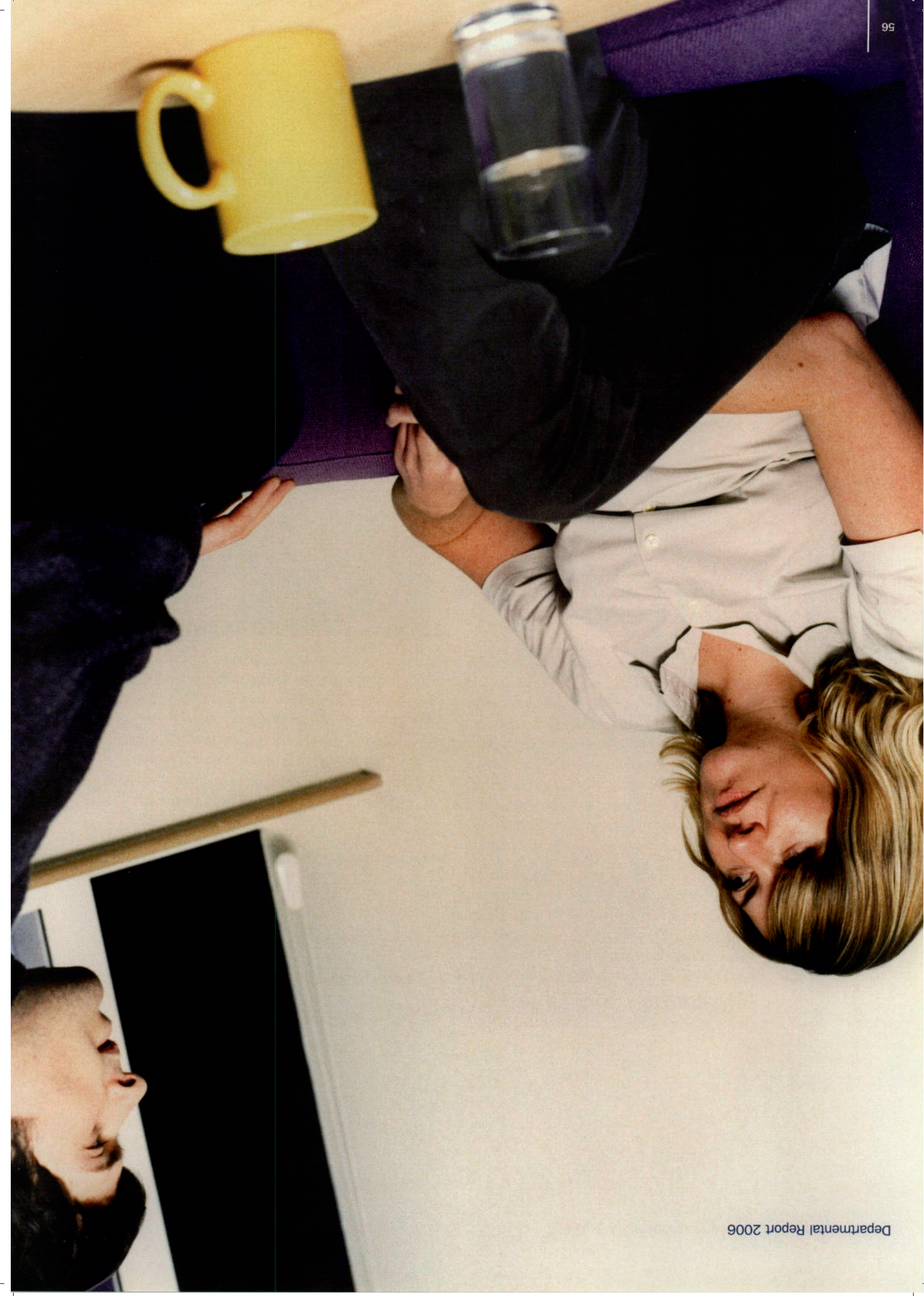
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## Section 2

Organising and supporting delivery

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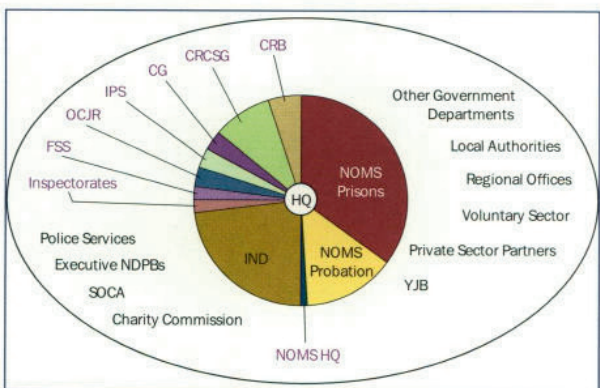
Organising and supporting delivery

## Organising and supporting delivery

The Home Secretary and six Ministers headed the Department. Three teams of two Ministers headed up each of our main business areas that delivered the Department's responsibilities:

- Policing, security and community safety<sup>28</sup> (see pages 10, 34 and 49)
- Offender management and criminal justice reform (see page 25)
- Immigration, citizenship and nationality (see page 40).

The most senior managers were brought together by the Permanent Secretary on the then Group Executive Board (GEB) with responsibility for delivering the Department's Strategic Objectives and key targets, and the functional services, including strategy, finance and commercial, and HR.



The Department has:

- national responsibility for the Police Service in England and Wales;
- two large public services: the National Offender Management Service (NOMS), which brings together the Prison and Probation Services, and the Immigration and Nationality Directorate (IND);

<sup>28</sup> Responsibility for third sector issues and for the promotion of race, faith and community cohesion, including for the Capacity-builders NDPB established on 1 April 2006, was transferred from the Home Office in the machinery of Government changes of 5 May 2006.

- a headquarters, which sets the strategic framework of objectives, financial allocations and performance management for the key services for which the Home Secretary is responsible and provides common support services and drives delivery towards ambitious social objectives;
- a number of smaller services, including the Identity and Passport Service (incorporating the UK Passport Service), the Criminal Records Bureau and the Forensic Science Service; and
- a number of non-departmental public bodies (NDPBs) including the YJB and the Security Industry Authority. The National Criminal Intelligence Service and National Crime Squad were subsumed within the Serious Organised Crime Agency from April 2006.

Whilst a key aim in 2005–06 was to identify where improvements were needed and to lay the framework for taking forward the reform agenda, we also ensured that our key objectives and commitments were met. Driving the social change that makes a difference to people's lives involved:

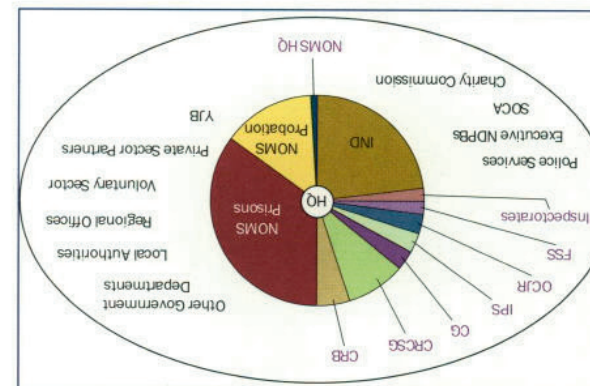
- improving our delivery structures and becoming more accessible to stakeholders, partners and the public;
- modernising corporate support;
- changing the way we work;
- supporting people; and
- delivering value for money improvements.

This meant funding and structuring our key operational services effectively. Streamlined funding and delivery processes help deliver outcomes that reflect local circumstances and concerns. We support a strategic, coherent delivery agenda, strengthening the leadership of the Home Office and delivering our Value for Money targets.

<sup>28</sup> Responsibility for third sector issues and for the promotion of race, faith and community cohesion, including for the Capacity-builders NDPB established on 1 April 2006, was transferred from the Home Office in the machinery of Government changes of 5 May 2006.

- national responsibility for the Police Service in England and Wales;
- two large public services: the National Offender Management Service (NOMS), which brings together the Prison and Probation Services, and the Immigration and Nationality Directorate (IND);

The Department has:



The most senior managers were brought together by the Permanent Secretary on the then Group Executive Board (GEB) with responsibility for delivering the Department's Strategic Objectives and key targets, and the functional services, including strategy, finance and commercial, and HR.

- Immigration, citizenship and nationality (see page 40).
- Offender management and criminal justice reform (see page 25)
- Policing, security and community safety<sup>28</sup> (see pages 10, 34 and 49)

The Home Secretary and six Ministers headed the Department. Three teams of two Ministers headed up each of our main business areas that delivered the Department's responsibilities:

## Organising and supporting delivery

- a headquarters, which sets the strategic framework of objectives, financial allocations and performance management for the key services for which the Home Secretary is responsible and provides common support services and drives delivery towards ambitious social objectives;
  - a number of smaller services, including the Identity and Passport Service (incorporating the UK Passport Service), the Criminal Records Bureau and the Forensic Science Service; and
  - a number of non-departmental public bodies (NDPBs) including the YJB and the Security Industry Authority. The National Criminal Intelligence Service and National Crime Squad were subsumed within the Serious Organised Crime Agency from April 2006.
- Whilst a key aim in 2005–06 was to identify where improvements were needed and to lay the framework for taking forward the reform agenda, we also ensured that our key objectives and commitments were met. Driving the social change that makes a difference to people's lives involved:
- improving our delivery structures and becoming more accessible to stakeholders, partners and the public;
  - modernising corporate support;
  - changing the way we work;
  - supporting people; and
  - delivering value for money improvements.
- This meant funding and structuring our key operational services effectively. Streamlined funding and delivery processes help deliver outcomes that reflect local circumstances and concerns. We support a strategic, coherent delivery agenda, strengthening the leadership of the Home Office and delivering our Value for Money targets.

- continuing to ensure better regulation, and thereby minimising the burdens in both private and public sectors (see box overleaf).

**Risk management**

A key element of effective corporate governance is sound risk management. To improve corporate governance throughout 2005, the focus was to further strengthen risk management across the whole of the Department. Progress included:

- formalising Home Office risk management processes, through the production and promotion of a new departmental risk management policy;
- embedding the improved risk management systems put in place in 2005, to ensure that risk management fully supported effective delivery of Home Office objectives;
- focusing on the training needs of key middle management staff by designing and running dedicated strategic risk management training courses;
- working with business areas across the Department to ensure that the new risk processes put in place at the strategic level were supported by those below them at the operational, project and programme levels.

Work to further improve risk management will be undertaken in 2006–07.

- strengthening national risk management (see box); and
- negotiating local crime targets for the period 2007–08 with Crime and Disorder Reduction Partnerships (CDRPs) through the Government Offices for the Regions;
- rolling out the Safer and Stronger Communities Fund jointly with ODPM, bringing together funding aimed at tackling crime, illegal drugs and anti-social behaviour, improving the poor condition of streets and other public spaces and the quality of life for people in deprived areas;

- simplifying and joining up funding and performance management, including:

- working with local and regional partners alongside the Office of the Deputy Prime Minister (ODPM) and other government departments and agencies, to agree Local Area Agreements (LAAs) for introduction in 21 areas from April 2005, and a further 66 from April 2006;
- beginning implementation of the five-year strategy for asylum and immigration, including announcement of the points based system and other measures to strengthen our border controls and improve our asylum system; and
- further developing NOMS, including appointing Regional Offender Managers to commission Probation and Prison services, and setting out its future plans in the National Reducing Reoffending Delivery Plan and the five-year strategy;
- preparing for the launch of the Serious Organised Crime Agency and establishing Capacitybuilders to take forward investment in the voluntary and community sector (see pages 23 and 52);
- further developing NOMS, including appointing Regional Offender Managers to commission Probation and Prison services, and setting out its future plans in the National Reducing Reoffending Delivery Plan and the five-year strategy;
- improving national delivery, including by:
- taking part in the first tranche of capability reviews;

**Improving our delivery structures**

Actions focused on improving our delivery structures with better joining up of national services and clearer accountabilities. This involved:

- taking forward and laying the foundations of further reform; and
- streamlining relationships between national, regional and local deliverers.

**Action during 2005–06 included:**

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Work to further improve risk management will be undertaken in 2006–07.

- continuing to ensure better regulation, and thereby minimising the burdens in both private and public sectors (see box overleaf).

## Better Regulation

We were committed to Better Regulation and its underpinning principles of transparency, accountability, targeting, consistency and proportionality. This involved assessing the impact of our policy proposals and engaging with stakeholders.

Regulatory Impact Assessment and consultation were our main tools for ensuring good regulation:

- we published 31 final Regulatory Impact Assessments (RIAs), including on violent crime reduction; police and justice; and immigration, asylum and nationality Bills. Nine RIAs were on the public sector;
- 14 of our 18 public consultations required the inclusion of a partial RIA with 12 complying; a compliance rate of 86 per cent. Four did not require RIAs as the costs/benefits were minimal;
- the National Audit Office (NAO) study, published in June 2006, identified our progress in embedding RIAs into policy development; and
- 13 out of 18 public consultations (72 per cent) met the minimum 12-week consultation period under the Cabinet Office Code of Practice. Five consultations lasted longer than 12 weeks. We received 13 complaints in total: three about the shortness of the consultation, while four were criticisms relating to the content of the consultation on extreme pornography. The consultations that lasted under 12 weeks were:
  - curtailed to meet parliamentary timescales – *Drinking Responsibly: The Government's Proposal*; and *Preventing Extremism Together: Places of Worship*;
  - shortened as it is a follow-up consultation – *Restructuring Probation to Reduce Re-offending*; and
  - shortened as there were a limited number of stakeholders – *Stop and Search: Draft Manual*; and *Changes to Misuse of Drugs legislation to control ketamine*.

We also encouraged good practice: with agencies/NDPBs now routinely producing RIAs to support their consultations, and RIAs also regularly produced for consultations where there is only an impact on the public sector. The NAO study identified *A Points-Based System: Making Migration Work for Britain* as an excellent example of stakeholder engagement on work permits and also the consultation on Door Supervisors and Vehicle Immobilisers by the Security Industry Authority.

Common commencement date (CCD): in order to provide business with greater certainty, it was agreed that Statutory Instruments affecting business should commence on either 6 April or 1 October. In February, we published our first statement. This included 18 regulations affecting business, of which four will comply with the two CCDs (graffiti removal and three Criminal Records Bureau proposals).

Regulatory Reform Action Plan: we completed two of the nine remaining actions from the Government's Plan published in December 2003. Two were transferred to the Department for Constitutional Affairs and one was dropped and, of the four remaining, three were progressed. There were no potential Regulatory Reform Orders remaining in the plan.

Next steps include consulting on the Simplification Plan to reduce regulatory burdens across all sectors, including public, business, charities and the voluntary sector; implementing the NAO recommendations for improving the RIA process; and improving engagement by our key business areas.

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- addressing the weaknesses identified by NAO following its disclaimer of the 2004–05 resource accounts, including by increasing the number of professionally qualified finance specialists;
- developing the use of the Adelphi finance and HR system to:
  - strengthen procurement processes;
  - generate a single set of financial information with a strengthened financial accounting function and the roll-out of a core competency-based training programme for finance professionals; and
  - improve the quality of HR data and availability of management information with a single data entry process for HR and payroll;
- developing the business case for shared transactional services for finance, procurement and HR for the non-agency Department;
- the Prison Service Shared Service Centre opening for business in May 2006; based in Newport, South Wales, it provides finance, procurement and HR transactional services and is enabled by Oracle software; and
- continuing to contribute to sustainable development (see box on page 62).

- ### Modernising corporate support
- Our ability to meet ambitious social objectives relies on an effective support infrastructure (facilities, systems and processes).
- Our actions focused on modernising corporate support by:
    - securing the benefits of our new headquarters building;
    - investing in our infrastructure and technology to provide modern and effective tools to help us work more efficiently together and with others;
    - laying the foundations to streamline and improve the effectiveness of our support services, including through the implementation of shared back-office services; and
    - operating in a sustainable manner across all of our businesses.
- Action during 2005–06 included:**
- further consolidation of our accommodation by moving 600 additional staff into our new headquarters building at 2 Marsham Street, enabling the closure and sale of Horseferry House;
  - merging previously stand-alone support units to provide a single IT delivery function for the core Home Office and IND to secure improved services at lower cost;

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### Sustainable development

This means improving the quality of life today without compromising that of future generations. This goal is pursued by the Government through an innovative and productive economy and a just society with sustainable communities. This also means protecting and enhancing the physical and natural environment, and using resources and energy as efficiently as possible. The Department's performance is reported annually in the *Sustainable Development in Government Report*.

The UK Sustainable Development Strategy *Securing the Future*<sup>29</sup> was published in March 2005. This was reflected in our key targets to:

- reduce crime by 15 per cent and further in High Crime Areas by 2007–08; overall crime is down;
- reassure the public, reduce fear of crime and anti-social behaviour and build confidence in the Criminal Justice System without compromising fairness;
- increase voluntary and community engagement especially among those at risk of social exclusion; and
- reduce race inequalities and build community cohesion.

The achievements of the Department towards the targets set under the *Framework for Sustainable Development on the Government Estate* (FSDGE)<sup>30</sup> include:

- being awarded the Green Works award for recycling furniture from our old headquarters building; and
- only using recycled paper.

The Department's sustainable development indicators are available at: [www.homeoffice.gov.uk/documents/ho-sustainable-dev-indicators](http://www.homeoffice.gov.uk/documents/ho-sustainable-dev-indicators)

We will publish a Sustainable Development Action Plan during 2006–07.

### Changing the way we work

To further improve delivery structures, systems and processes, we focused on the key issues, including: securing a workforce fully representative of the communities we serve; continuing to build our professional capacity; and embedding a modern, outward-focused working culture that reflects our core values. This involved:

- establishing the Home Office values;
- communicating with staff and stakeholders to inform them about why and how we are changing and engaging with them; and
- implementing our five-year action plan on race equality and diversity in leadership, staff

management and business delivery across the Home Office Group.

#### Action during 2005–06 included:

- following consultation with staff and stakeholders, a set of Home Office values was finalised in September 2005. These are to ensure:
  - we deliver for the public;
  - we are professional and innovative;
  - we work openly and collaboratively; and
  - we treat everyone with respect;

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- continuing to take action as part of our five-year race and diversity strategy (see box overleaf).

The Department worked closely with a range of commercial partners to help communicate important public information at reduced costs to the taxpayer. For instance, we secured the support of many well known companies for promoting the Year of the Volunteer. Highlights included a volunteering message carried on 20 million lottery tickets and on 250,000 electricity bills; volunteering leaflets being carried in 1,000 McDonald's restaurants in England; and the world of sport promoting the value of volunteering to fans.

We launched the Corporate Alliance Against Domestic Violence. The Alliance will help UK companies create work environments where employees can seek practical support and advice. The Alliance's executive team includes representatives from The Body Shop, AOL/Time Warner and KPMG who have run an internal awareness campaign for all staff. Additionally, Topshop ran an in-store awareness campaign in 214 stores for customers promoting the 24-hour National Domestic Freephone Helpline.

### Sponsorship, publicity and advertising

- making full use of our Communications Directorate, which is central to ensuring that our activities are understood. It:
  - provides a media service, both internally and externally, 24 hours a day, 365 days a year. Our news desk answered around 70,000 calls during the year;
  - redeveloped the Department's websites to provide clearer information to stakeholders and the public; and
  - handled around 24,500 items of ministerial correspondence, 16,500 letters from the public, 13,500 e-mails and 35,000 telephone calls; and

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- continuing to take action as part of our five-year race and diversity strategy (see box overleaf).

### Our five-year race and diversity programme

We are dedicated to promoting equality, fairness and respect, creating a working environment where diversity is recognised, valued and celebrated. In delivering our business to our diverse society we will assess the impact of our policies on race, religion and belief, gender, gender identity, disability, sexual orientation and age equality.

We will achieve this through our five-year Group-wide race and diversity programme.

**Action during 2005–06 included:**

*Leadership and people management:*

- launching the Development Plus Programme, which is a three-tier positive action training programme for women, ethnic minority and disabled staff;
- extending our equal opportunities and diversity monitoring to incorporate sexual orientation, gender identity and religion or belief;
- meeting or exceeding previous targets for representation of ethnic minority staff overall and in the Senior Civil Service (SCS). We set a new target of 8 per cent for ethnic minority representation in the SCS by 2009 – double the target set by the Cabinet Office for government departments;
- achieving a greater representation of women in the SCS, working towards a revised target of 40 per cent by 2009; and
- increasing representation of disabled staff in the SCS – our target is 3.2 per cent by 2009.

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- consulting on the revised Race Equality Scheme, as required by legislation; and
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- identifying the skills needed by the Department's senior leaders and managers, enabling them to better adapt to changing business demands; and
  - improving the way in which we deploy and support all staff through training and development.
- The new Home Office values and the Professional Skills for Government (PSG) framework are particularly important. The PSG framework identifies four core skills which everyone should have: people management skills; project and programme skills; finance skills; and the ability to analyse and use evidence when making decisions.
- Action during 2005–06 included:**
- providing new one-to-one coaching for directors, including 360-degree feedback to improve senior leadership, new mentoring training and a programme of leadership masterclasses;
  - delivering increased training throughout the Department with new programmes in the Prison Service, IND and the core Department where over 190 staff have enrolled on our new accredited management development programme. This provides opportunities for staff of all grades to gain a recognised management qualification;
  - the professionalisation of HR staff with greater emphasis being placed on gaining relevant qualifications and skills, in line with the PSG initiative. HR contact centres have been introduced for staff in the Home Office;

To help us deliver our key business objectives, we focused on:

### Supporting people

The Home Office employs over 73,000 staff (full-time equivalents, see page 118), mainly in front-line delivery roles in organisations such as prisons and the immigration services.

### Health and Safety

The Permanent Secretary has overall responsibility for implementing the Departmental Health and Safety policy. The Director for Group Human Resources is responsible for keeping the HOB informed on health and safety matters.

There were 904 accidents across the non-agency Home Office last year. Eleven accidents were reportable to the Health and Safety Executive (HSE) under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995. There were no fatalities. No enforcement notices were served against the Home Office.

Almost 3,000 staff received a flu vaccination as part of our flu campaign. This year has seen the introduction of a smoking ban across our offices, with support being provided for those staff wishing to give up smoking. We have recently completed a fundamental review of occupational health, safety and welfare and will shortly embark on a transformation that seeks to put staff well-being at the heart of our business.

Our priorities for the coming year include action to reduce the risk of slips and trips as they continue to be a primary cause of accidents, the introduction of stress management standards and the provision of new training and support arrangements; we are taking this work forward in partnership with the HSE.

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- introducing, in April 2006, a clearer core competency framework for Home Office staff, based on the new PSG framework;
- working towards meeting the new Investors in People standards; and
- negotiating a two-year pay settlement for Home Office staff.

### Delivering value for money improvements

Delivering improved value for money is crucial in freeing the resources needed to enable delivery of our key Strategic Objectives. We focused our actions on:

- improving front-line delivery businesses, better procurement, and better support services; and
- lessening duplication and reducing headcount in our headquarters, in line with our commitment to save 2,700 posts by 2007–08.

A rigorous performance management approach is in place to ensure delivery of our Value for Money target. The Value For Money Programme Board, chaired by the Permanent Secretary, is responsible for overseeing delivery of the Department's £1,970 million target. It includes representation from finance and directors from each of the Department's major businesses.

### Actions during 2005–06 included:

- building on strong performance in 2004–05, to achieve gains estimated at £1,584 million per annum (out of which £1,037 million was cashable) by the end of 2005–06 (see table opposite). Updated information will be reported in the 2006 Autumn Performance Report. Examples of key business improvements increasing value for money during 2005–06 are outlined in section 1 of this report;
- by March 2006, reducing the size of the Home Office headquarters by 1,089 full-time equivalent posts against the March 2004 baseline;
- by March 2006, relocating 470 posts to the regions (115 posts in the Worker Registration Scheme in Sheffield; and 301 posts in National Asylum Support Service regionalisation);
- consistent with the recommendations of the Lyons Report, disposing of more than £125 million of assets; and
- continuing to make good use of evidence-based policy and science.

### Actions during 2005–06 included:

- building on strong performance in 2004–05, to achieve gains estimated at £1,584 million per annum (out of which £1,037 million was cashable) by the end of 2005–06 (see table opposite). Updated information will be reported in the 2006 Autumn Performance Report. Examples of key business improvements increasing value for money during 2005–06 are outlined in section 1 of this report;
- by March 2006, reducing the size of the Home Office headquarters by 1,089 full-time equivalent posts against the March 2004 baseline;
- by March 2006, relocating 470 posts to the regions (115 posts in the Worker Registration Scheme in Sheffield; and 301 posts in National Asylum Support Service regionalisation);
- consistent with the recommendations of the Lyons Report, disposing of more than £125 million of assets; and
- continuing to make good use of evidence-based policy and science.

### Delivering value for money improvements

- introducing, in April 2006, a clearer core competency framework for Home Office staff, based on the new PSG framework;
- working towards meeting the new Investors in People standards; and
- negotiating a two-year pay settlement for Home Office staff.

Delivering improved value for money is crucial in freeing the resources needed to enable delivery of our key Strategic Objectives. We focused our actions on:

- improving front-line delivery businesses, better procurement, and better support services; and
- lessening duplication and reducing headcount in our headquarters, in line with our commitment to save 2,700 posts by 2007–08.

A rigorous performance management approach is in place to ensure delivery of our Value for Money target. The Value For Money Programme Board, chaired by the Permanent Secretary, is responsible for overseeing delivery of the Department's £1,970 million target. It includes representation from finance and directors from each of the Department's major businesses.

	Cumulative gains on a 2003–04 base (£ million)	of which, cashable (£ million)
Police	692	295
IND	496	485
NOMS <sup>31</sup>	241	121
HQ reform	38	38
Other <sup>32</sup>	117	98
<b>Total</b>	<b>1,584</b>	<b>1,037</b>

### Using science and research

Science and research are key priorities, underpinning evidence-based policy and providing the tools to deliver our objectives.

#### Actions during 2005–06 included:

- the publication of the *Home Office Science and Innovation Strategy (2005–2008)*,<sup>33</sup> which set out priorities and the commitment to using science and research effectively in the full range of departmental business and provided an overview of current and future scientific capabilities;
- a major programme of research and development to combat chemical, biological, radiological and nuclear terrorism; and
- strengthened links with industry, academia and international partners; working more closely with research councils and the Department of Trade and Industry to co-ordinate and encourage research and commercial take-up of key technologies. International agreements, including Memoranda of Understanding with the USA, Canada, Germany and The Netherlands, were increasingly beneficial to the Department because they provided a vital means for the sharing of experience and solutions.

<sup>31</sup> Does not take account of 2005–06 gains in the National Probation Service, estimated to be worth at least £16 million per annum. This will be reported in the 2006 Autumn Performance Report.

<sup>32</sup> Central procurement, IT, estates.

<sup>33</sup> [www.homeoffice.gov.uk/documents/science-strategy.pdf](http://www.homeoffice.gov.uk/documents/science-strategy.pdf)

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## Section 3

Performance tables

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Performance tables

## Strategic Objective I: People are and feel more secure in their homes and daily lives

2005-06	LATEST OUTTURN
<p><b>PSA1: Reduce crime by 15%, and further in High Crime Areas, by 2007-08.</b></p>	<p><b>Overall crime: on course</b></p> <p>This is measured by the British Crime Survey (BCS).</p> <ul style="list-style-type: none"> <li>• Baseline (BCS 2002-03): 12,341,000</li> <li>• Target (BCS 2007-08): a 15% reduction</li> <li>• Annual outturn (BCS 2005-06): 10,912,000 – a 12% reduction</li> </ul> <p><b>Greater reduction in high crime areas: on course</b></p> <p>This is assessed by comparing the average crime reduction in the 40 High Crime Areas (HCAs) compared with the average reduction in the remaining Crime and Disorder Reduction Partnership (CDRP) areas.</p> <ul style="list-style-type: none"> <li>• Baseline: 2003-04</li> <li>• Target (2007-08): a greater reduction in HCAs than other CDRPs</li> <li>• Annual outturn (2005-06): HCA reduction: 13%; reduction in remaining CDRPs: 7%</li> </ul>
<p><b>Delivery 2005-06</b></p>	
<p>Securing the passage of the Violent Crime Reduction Bill and engaging our partners in the delivery of a violent crime strategy which will ensure reductions in violence – including use of guns and knives, alcohol-fuelled violence, sexual offences, domestic violence, low-level violence and hate crime.</p>	<p>Progressing through Parliament. The Bill will, among other measures, ban the manufacture, import or sale of realistic imitation firearms, increase sentences for carrying imitation firearms, raising to 18 the age limit for purchasing a knife, and enable the creation of Alcohol Disorder Zones (see also Strategic Objective III).</p>

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## Strategic Objective I: People are and feel more secure in their homes and daily lives

LATEST OUTTURN	2005-06
<p><b>Fear of crime: ahead</b></p> <p>This is measured by the BCS, which asks about people's level of worry about burglary, car crime and violent crime.</p> <ul style="list-style-type: none"> <li>● Baseline (BCS 2002-03): 21%</li> <li>● Target (BCS 2007-08): a reduction</li> <li>● Annual outturn (BCS 2005-06): 17%</li> </ul> <p>Worry about violent crime:</p> <ul style="list-style-type: none"> <li>● Baseline (BCS 2002-03): 21%</li> <li>● Target (BCS 2007-08): a reduction</li> <li>● Annual outturn (BCS 2005-06): 17%</li> </ul> <p>Worry about car crime:</p> <ul style="list-style-type: none"> <li>● Baseline (BCS 2002-03): 17%</li> <li>● Target (BCS 2007-08): a reduction</li> <li>● Annual outturn (BCS 2005-06): 14%</li> </ul> <p>Worry about burglary:</p> <ul style="list-style-type: none"> <li>● Baseline (BCS 2002-03): 15%</li> <li>● Target (BCS 2007-08): a reduction</li> <li>● Annual outturn (BCS 2005-06): 13%</li> </ul> <p><b>Concern that anti-social behaviour is a problem: ahead</b></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"> <li>● Baseline (BCS 2002-03): 21%</li> <li>● Target (BCS 2007-08): a reduction</li> <li>● Annual outturn (BCS 2005-06): 17%</li> </ul> <p><b>Confidence in local police: on course</b></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"> <li>● Baseline (BCS 2003-04): 47%</li> <li>● Target (BCS 2007-08): an increase</li> <li>● Annual outturn (BCS 2005-06): 50%</li> </ul>	<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 DCA and CPS).</p>

2005-06	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 DCA and CPS).</p>	<p><b>Fear of crime: ahead</b></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>Worry about violent crime:</p> <ul style="list-style-type: none"> <li>● Baseline (BCS 2002-03): 21%</li> <li>● Target (BCS 2007-08): a reduction</li> <li>● Annual outturn (BCS 2005-06): 17%</li> </ul> <p>Worry about car crime:</p> <ul style="list-style-type: none"> <li>● Baseline (BCS 2002-03): 17%</li> <li>● Target (BCS 2007-08): a reduction</li> <li>● Annual outturn (BCS 2005-06): 14%</li> </ul> <p>Worry about burglary:</p> <ul style="list-style-type: none"> <li>● Baseline (BCS 2002-03): 15%</li> <li>● Target (BCS 2007-08): a reduction</li> <li>● Annual outturn (BCS 2005-06): 13%</li> </ul> <p><b>Concern that anti-social behaviour is a problem: ahead</b></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"> <li>● Baseline (BCS 2002-03): 21%</li> <li>● Target (BCS 2007-08): a reduction</li> <li>● Annual outturn (BCS 2005-06): 17%</li> </ul> <p><b>Confidence in local police: on course</b></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"> <li>● Baseline (BCS 2003-04): 47%</li> <li>● Target (BCS 2007-08): an increase</li> <li>● Annual outturn (BCS 2005-06): 50%</li> </ul>

2005-06	LATEST OUTTURN
	<p><b>Victim and witness satisfaction: on course</b></p> <p>This is measured by the BCS, which asks questions on victims' and witnesses' satisfaction with the CJS.</p> <ul style="list-style-type: none"> <li>● Baseline (BCS six months to March 2004): 58%</li> <li>● Target (BCS 2007-08): a statistical significant increase</li> <li>● Annual outturn (BCS 2005-06): 59%</li> </ul> <p>(also see Strategic Objective II)</p> <p><b>Public confidence in the Criminal Justice System: ahead</b></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"> <li>● Baseline (BCS 2002-03): 39%</li> <li>● Target (BCS 2007-08): a statistical significant increase</li> <li>● Annual outturn (BCS 2005-06): 44%</li> </ul> <p><b>Ethnic minority confidence: on course</b></p> <p>This is measured by questions in 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"> <li>● Baseline (HOCS 2001): 33%</li> <li>● Target (HOCS 2007): a decrease</li> <li>● Latest outturn (HOCS 2005): 31%</li> </ul>
Delivery 2005-06	
<p>Delivering the Government's expanded TOGETHER Action Plan, including a dedicated anti-social behaviour resource and support in 50 action areas.</p>	<p>We established the Respect Task Force in September 2005 to focus on the causes of anti-social and disrespectful behaviour and to introduce new powers to enable action in the short tem.</p> <p>81 action days were facilitated to provide focused problem solving sessions to local areas to enable them to identify and break down barriers which stopped them effectively tackling anti-social behaviour.</p> <p>The Taking a Stand Awards recognised the work of 100 law-abiding, local heroes who took a stand against anti-social behaviour in their local community.</p> <p>TOGETHER Academies have provided skills, knowledge and inspiration to over 6,000 anti-social behaviour practitioners.</p> <p>Our work on anti-social behaviour (ASB) continued to fund and support work on ASB in 50 Action Areas and ten trailblazers.</p>

LATEST OUTTURN	2005-06
<p><b>Victim and witness satisfaction: on course</b></p> <p>This is measured by the BCS, which asks questions on victims' and witnesses' satisfaction with the CJS.</p> <ul style="list-style-type: none"> <li>● Baseline (BCS six months to March 2004): 58%</li> <li>● Target (BCS 2007-08): a statistical significant increase</li> <li>● Annual outturn (BCS 2005-06): 59%</li> </ul> <p>(also see Strategic Objective II)</p> <p><b>Public confidence in the Criminal Justice System: ahead</b></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"> <li>● Baseline (BCS 2002-03): 39%</li> <li>● Target (BCS 2007-08): a statistical significant increase</li> <li>● Annual outturn (BCS 2005-06): 44%</li> </ul> <p><b>Ethnic minority confidence: on course</b></p> <p>This is measured by questions in 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"> <li>● Baseline (HOCS 2001): 33%</li> <li>● Target (HOCS 2007): a decrease</li> <li>● Latest outturn (HOCS 2005): 31%</li> </ul>	<p>Delivering the Government's expanded TOGETHER Action Plan, including a dedicated anti-social behaviour resource and support in 50 action areas.</p> <p>Delivery 2005-06</p>
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2005-06	LATEST OUTTURN
<p>Strengthening joint working across the criminal justice agencies in reassuring the public and improving public confidence in the criminal justice process from end-to-end and will progressively replace the existing five justice inspectorates.</p>	<p>In November, published a blueprint for a new single inspectorate for justice, community safety and custody, with a bill introduced to Parliament which will create an inspection regime that covers the justice, community safety and custody, with a bill introduced to strengthen joint working across the criminal justice agencies in reassuring the public and improving public confidence in the criminal justice process from end-to-end and will progressively replace the existing five justice inspectorates.</p>
<p>Combating serious organised crime by preparing for the formation of the Serious Organised Crime Agency (SOCA) and by increasing the amount of criminal assets recovered.</p>	<p>The SOCA assumed its functions on 1 April 2006. It brought together the functions of the National Crime Squad, the National Criminal Intelligence Service, parts of HM Revenue and Customs that investigate drug trafficking and a part of the Immigration Service.</p> <p>£97 million of criminal assets were recovered. In order to reward and further drive up performance, £26 million of this total was allocated to police forces. More generally, in order to ensure that all forces give asset recovery the importance it deserves, it was included as a performance indicator in the National Policing Plan.</p>
<p>Managing successful presidencies of the EU and G8 that deliver practical measures to help member states tackle international terrorism, organised crime and illegal migration.</p>	<p>Achievements: included EU agreement on the basis for a code of conduct intended to reduce opportunities for exploitation of charities by terrorists in order to fund their activities.</p> <p>Adoption at the December European Council of the global approach to migration with priority actions focusing on Africa and the Mediterranean. This sets out a plan of practical actions for strengthening migration co-operation between EU member states, their Mediterranean neighbours, and African states.</p> <p>Agreement to pilot two regional protection programmes to enhance the capacity of (i) Ukraine, Belarus and Moldova, and (ii) Tanzania to improve refugee protection and managed migration.</p> <p>Intergovernmental agreement between member states on common minimum security standards and issuing procedures for ID cards.</p>
<p>Securing the passage of a second Counter-terrorism Bill to provide the police and security agencies with additional powers to combat terrorism as effectively as possible.</p>	<p>The Terrorism Act 2006 was passed by Parliament in March 2006. This outlawed the encouragement of terrorism; dissemination of terrorist publications; and of acts preparatory to terrorism. Penalties for existing offences were increased and there were changes to the rules for searches and warrants. It increased the maximum period for which a terrorist suspect could be held prior to charge at 28 days.</p>
<p>Police Standard: Maintain improvements in police performance, as monitored by the Police Performance Assessment Framework (PPAF), in order to deliver the outcomes expressed in the Home Office PSA.</p>	<p>Performance is now measured by the PPAF, which promotes better performance and enhances delivery. Figures from the 2004-05 assessment showed a strong improvement in policing across a range of policing areas, most notably in reducing crime, where 30 out of 43 forces improved and none got worse. In 2004-05, the police and their partners delivered an increase of 7% in the number of offences brought to justice. Some 64.1% of police time was spent on front-line policing, a small increase from the 2003-04 figure.</p>

2005-06	LATEST OUTTURN
<p>Strengthening joint working across the criminal justice agencies in reassuring the public and improving public confidence in the CJS.</p>	<p>In November, published a blueprint for a new single inspectorate for justice, community safety and custody, with a bill introduced to Parliament which will create an inspection regime that covers the criminal justice process from end-to-end and will progressively replace the existing five justice inspectorates.</p>
<p>Combating serious organised crime by preparing for the formation of the Serious Organised Crime Agency (SOCA) and by increasing the amount of criminal assets recovered.</p>	<p>The SOCA assumed its functions on 1 April 2006. It brought together the functions of the National Crime Squad, the National Criminal Intelligence Service, parts of HM Revenue and Customs that investigate drug trafficking and a part of the Immigration Service.</p> <p>£97 million of criminal assets were recovered. In order to reward and further drive up performance, £26 million of this total was allocated to police forces. More generally, in order to ensure that all forces give asset recovery the importance it deserves, it was included as a performance indicator in the National Policing Plan.</p>
<p>Managing successful presidencies of the EU and G8 that deliver practical measures to help member states tackle international terrorism, organised crime and illegal migration.</p>	<p>Achievements: included EU agreement on the basis for a code of conduct intended to reduce opportunities for exploitation of charities by terrorists in order to fund their activities.</p> <p>Adoption at the December European Council of the global approach to migration with priority actions focusing on Africa and the Mediterranean. This sets out a plan of practical actions for strengthening migration co-operation between EU member states, their Mediterranean neighbours, and African states.</p> <p>Agreement to pilot two regional protection programmes to enhance the capacity of (i) Ukraine, Belarus and Moldova, and (ii) Tanzania to improve refugee protection and managed migration.</p> <p>Intergovernmental agreement between member states on common minimum security standards and issuing procedures for ID cards.</p>
<p>Securing the passage of a second Counter-terrorism Bill to provide the police and security agencies with additional powers to combat terrorism as effectively as possible.</p>	<p>The Terrorism Act 2006 was passed by Parliament in March 2006. This outlawed the encouragement of terrorism; dissemination of terrorist publications; and of acts preparatory to terrorism. Penalties for existing offences were increased and there were changes to the rules for searches and warrants. It increased the maximum period for which a terrorist suspect could be held prior to charge at 28 days.</p>
<p>Police Standard: Maintain improvements in police performance, as monitored by the Police Performance Assessment Framework (PPAF), in order to deliver the outcomes expressed in the Home Office PSA.</p>	<p>Performance is now measured by the PPAF, which promotes better performance and enhances delivery. Figures from the 2004-05 assessment showed a strong improvement in policing across a range of policing areas, most notably in reducing crime, where 30 out of 43 forces improved and none got worse. In 2004-05, the police and their partners delivered an increase of 7% in the number of offences brought to justice. Some 64.1% of police time was spent on front-line policing, a small increase from the 2003-04 figure.</p>

2005-06	LATEST OUTTURN
<b>Delivery 2005-06</b>	
Supporting the Police Service to ensure delivery of a service that responds to the needs of communities and individuals, with new customer service standards implemented in all forces by 2006.	We prepared the Service's Quality of Service Commitment to set out for the public the standards and services they can expect whenever they make contact with the police.
Supporting the spread of dedicated neighbourhood policing teams and new methods of engagement leading to a deeper, stronger connection with the public.	We continued working with the Association of Chief Police Officers to roll-out Neighbourhood Policing. 43 Basic Command Unit (BCU) pathfinders went live in autumn 2005 and guidance has been published: <i>Neighbourhood Policing</i> , for BCU commanders, alongside a <i>Guide to Community Engagement</i> .
Rationalising existing national bodies and putting in place interim arrangements for the National Policing Improvement Agency to develop good practice. The agency will work with forces to provide capacity assistance and operational policing support.	Work proceeded on establishing the new National Policing Improvement Agency, which will have neighbourhood policing and delivering a rationalised national policing landscape as mission-critical priorities. It will take over responsibility for existing functions of organisations including the Police Information Technology Organisation and Centrex.
Maintaining increased police numbers and increasing the number of Community Support Officers.	We maintained police numbers (141,270) and achieved record numbers of Community Support Officers (6,324).

2005-06	LATEST OUTTURN
<b>Delivery 2005-06</b>	
Supporting the Police Service to ensure delivery of a service that responds to the needs of communities and individuals, with new customer service standards implemented in all forces by 2006.	We prepared the Service's Quality of Service Commitment to set out for the public the standards and services they can expect whenever they make contact with the police.
Supporting the spread of dedicated neighbourhood policing teams and new methods of engagement leading to a deeper, stronger connection with the public.	We continued working with the Association of Chief Police Officers to roll-out Neighbourhood Policing. 43 Basic Command Unit (BCU) pathfinders went live in autumn 2005 and guidance has been published: <i>Neighbourhood Policing</i> , for BCU commanders, alongside a <i>Guide to Community Engagement</i> .
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Maintaining increased police numbers and increasing the number of Community Support Officers.	We maintained police numbers (141,270) and achieved record numbers of Community Support Officers (6,324).

## Strategic Objective II: More offenders are caught, punished and stop offending and victims are better supported

2005-06	LATEST OUTTURN
<p><b>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.</b></p> <p>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 (OBTJ) counts the number of offences that someone is convicted of, cautioned, has had taken into consideration by the court, or for which they receive a penalty notice (for some disorder cases) or have had a formal warning for the possession of cannabis. Only notifiable offences are counted.</p> <p>As the target is an absolute figure no baseline applies.</p> <ul style="list-style-type: none"> <li>• SR04 target (2007-08): 1,250,000</li> <li>• Latest outturn (year to December 2005)<sup>34</sup>: 1,271,666</li> </ul>	<p><b>Offences brought to justice: ahead</b></p> <p>‘Offences brought to justice’ (OBTJ) counts the number of offences that someone is convicted of, cautioned, has had taken into consideration by the court, or for which they receive a penalty notice (for some disorder cases) or have had a formal warning for the possession of cannabis. Only notifiable offences are counted.</p> <p>As the target is an absolute figure no baseline applies.</p>
<p><b>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.</b></p> <p>Increasing the national sanction detection rate to bring more offences to justice. Individual Local Criminal Justice Board (LCJB) targets are being agreed to aggregate to the national requirement.</p> <p>Maintaining progress with the Criminal Case Management Programme, in particular by completing implementation of:</p> <ul style="list-style-type: none"> <li>• the Effective Trials Management Programme; and</li> <li>• Witness Care Units by March 2006.</li> </ul>	<p><b>Offences brought to justice: ahead</b></p> <p>‘Offences brought to justice’ (OBTJ) counts the number of offences that someone is convicted of, cautioned, has had taken into consideration by the court, or for which they receive a penalty notice (for some disorder cases) or have had a formal warning for the possession of cannabis. Only notifiable offences are counted.</p> <p>As the target is an absolute figure no baseline applies.</p>
<p>LCJBs<sup>35</sup> achieving their five key performance targets for 2005-06, as published (covering the key strand of the CJS vision of bringing more offences to justice; improving confidence in the CJS; improving the satisfaction of victims and witnesses; maintaining the average time for dealing with persistent young offenders from arrest to sentence; and enforcements of warrants, fine payment, community penalties and asset recovery).</p>	<p><b>Bringing more offences to justice</b></p> <p>For the 12 months to December 2005, 37 areas performed at a level ahead of their March 2002 baselines.</p> <p><b>Improving confidence in the CJS</b></p> <p>As of September 2005, 20 areas had achieved their targets and, based on recent performance, 23 areas were likely to achieve their targets by the end of the year.</p> <p><b>Improving the satisfaction of victims and witnesses</b></p> <p>No targets have been set for this measure.</p>
<p>LCJBs<sup>35</sup> achieving their five key performance targets for 2005-06, as published (covering the key strand of the CJS vision of bringing more offences to justice; improving confidence in the CJS; improving the satisfaction of victims and witnesses; maintaining the average time for dealing with persistent young offenders from arrest to sentence; and enforcements of warrants, fine payment, community penalties and asset recovery).</p>	<p><b>Bringing more offences to justice</b></p> <p>For the 12 months to December 2005, 37 areas performed at a level ahead of their March 2002 baselines.</p> <p><b>Improving confidence in the CJS</b></p> <p>As of September 2005, 20 areas had achieved their targets and, based on recent performance, 23 areas were likely to achieve their targets by the end of the year.</p> <p><b>Improving the satisfaction of victims and witnesses</b></p> <p>No targets have been set for this measure.</p>
<p>LCJBs<sup>35</sup> achieving their five key performance targets for 2005-06, as published (covering the key strand of the CJS vision of bringing more offences to justice; improving confidence in the CJS; improving the satisfaction of victims and witnesses; maintaining the average time for dealing with persistent young offenders from arrest to sentence; and enforcements of warrants, fine payment, community penalties and asset recovery).</p>	<p><b>Bringing more offences to justice</b></p> <p>For the 12 months to December 2005, 37 areas performed at a level ahead of their March 2002 baselines.</p> <p><b>Improving confidence in the CJS</b></p> <p>As of September 2005, 20 areas had achieved their targets and, based on recent performance, 23 areas were likely to achieve their targets by the end of the year.</p> <p><b>Improving the satisfaction of victims and witnesses</b></p> <p>No targets have been set for this measure.</p>

## Strategic Objective II: More offenders are caught, punished and stop offending and victims are better supported

2005-06	LATEST OUTTURN
<p><b>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.</b></p>	<p><b>Offences brought to justice: ahead</b></p> <p>‘Offences brought to justice’ (OBTJ) counts the number of offences that someone is convicted of, cautioned, has had taken into consideration by the court, or for which they receive a penalty notice (for some disorder cases) or have had a formal warning for the possession of cannabis. Only notifiable offences are counted.</p> <p>As the target is an absolute figure no baseline applies.</p> <ul style="list-style-type: none"> <li>• SR04 target (2007-08): 1,250,000</li> <li>• Latest outturn (year to December 2005)<sup>34</sup>: 1,271,666</li> </ul>
<p><b>Delivery 2005-06</b></p> <p>Increasing the national sanction detection rate to bring more offences to justice. Individual Local Criminal Justice Board (LCJB) targets are being agreed to aggregate to the national requirement.</p>	<p>A range of measures were introduced to help achieve this goal, with operational improvements such as advances in the application of forensic techniques and national Police Standards Unit guidance on good practice. Performance reviews identified a number of forces with performance concerns, and targeted joint working between these forces and the Police Standards Unit took place.</p>
<p>Maintaining progress with the Criminal Case Management Programme, in particular by completing implementation of:</p> <ul style="list-style-type: none"> <li>• the Effective Trials Management Programme; and</li> <li>• Witness Care Units by March 2006.</li> </ul>	<p>We rolled out the Effective Trials Management Programme (ETM), which improved case preparation and the way in which cases progress from point of charge through to trial.</p> <p>We rolled out Witness Care Units (WCUs), segregated court facilities, and made better use of technology to help tackle witness intimidation.</p>
<p>LCJBs<sup>35</sup> achieving their five key performance targets for 2005-06, as published (covering the key strand of the CJS vision of bringing more offences to justice; improving confidence in the CJS; improving the satisfaction of victims and witnesses; maintaining the average time for dealing with persistent young offenders from arrest to sentence; and enforcements of warrants, fine payment, community penalties and asset recovery).</p>	<p><b>Bringing more offences to justice</b></p> <p>For the 12 months to December 2005, 37 areas performed at a level ahead of their March 2002 baselines.</p> <p><b>Improving confidence in the CJS</b></p> <p>As of September 2005, 20 areas had achieved their targets and, based on recent performance, 23 areas were likely to achieve their targets by the end of the year.</p> <p><b>Improving the satisfaction of victims and witnesses</b></p> <p>No targets have been set for this measure.</p>

<sup>34</sup> 1,267,000 was the figure available when the DCA/CPS Departmental Reports went to print in May 2006.

<sup>35</sup> In May 2006 when the DCA/CPS Departmental Reports were published, provisional data indicated that 39 areas were performing at a level ahead of their March 2002 baseline in bringing more offences to justice; 16 areas had achieved their targets in improving confidence in the CJS, with 22 areas likely to achieve their targets; as of November 2005 32 areas were meeting national targets in dealing with persistent young offenders; and that 24 areas were likely to meet national targets on enforcement of warrants.

2005-06	LATEST OUTTURN
	<p><b>Maintaining the average time for dealing with persistent young offenders from arrest to sentence</b></p> <p>As of March 2006, 19 areas had maintained the national target of 71 days.</p> <p><b>Enforcements of warrants, fine payment, community penalties and asset recovery</b></p> <p>20 areas achieved their warrants enforcement targets by December 2005 and, based on recent performance, 30 areas were likely to achieve their warrants enforcement targets by the end of the year.</p> <p>28 areas achieved their fine payment targets by January 2006 and, based on recent performance, 28 areas were likely to achieve their fine payment targets by the end of the year.</p> <p>6 areas achieved an average time of 35 days or less for enforcement of community penalties by March 2006 (with a further 10 areas achieving 36-39 days). 11 areas completed at least 50% of cases within 25 days by March 2006.</p> <p>25 areas had achieved their targets for the value of assets recovered through confiscation orders in 2005-06; while 33 areas had achieved their targets for the number of confiscation orders served.</p>
<p>Substantial progress with CJS agency case management systems, including roll-out of XHIBIT, and continued roll-out of case preparation and custody systems in police forces. Deploying CJS Exchange, enabling full case file exchange between the police and CJS, and the first CJS Exchange live connections between the police and magistrates' courts.</p>	<p>Progress included:</p> <ul style="list-style-type: none"> <li>• completing implementation of IT infrastructure, or systems upgrades, across the Police Service, Crown Prosecution Service, magistrates' courts, Crown Court and Prison and Probation Services;</li> <li>• rolling out the Crown Court XHIBIT application and the XHIBIT portal, a secure internet service that gives the wider CJS community access to the information stored on it;</li> <li>• rolling out the IT tool for Witness Care Officers to 141 Witness Care Units by the end of March 2006;</li> <li>• connecting all public prisons and 42 probation areas using CJS Exchange technology, enabling the automatic exchange of offender assessments; and</li> <li>• 100% growth in users of the secure e-mail service since it was fully rolled out in April 2004 – around 120,000 transfers of information per month now take place between criminal justice organisations and practitioners.</li> </ul>

LATEST OUTTURN	2005-06
<p><b>Maintaining the average time for dealing with persistent young offenders from arrest to sentence</b></p> <p>As of March 2006, 19 areas had maintained the national target of 71 days.</p> <p><b>Enforcements of warrants, fine payment, community penalties and asset recovery</b></p> <p>20 areas achieved their warrants enforcement targets by December 2005 and, based on recent performance, 30 areas were likely to achieve their warrants enforcement targets by the end of the year.</p> <p>28 areas achieved their fine payment targets by January 2006 and, based on recent performance, 28 areas were likely to achieve their fine payment targets by the end of the year.</p> <p>6 areas achieved an average time of 35 days or less for enforcement of community penalties by March 2006 (with a further 10 areas achieving 36-39 days). 11 areas completed at least 50% of cases within 25 days by March 2006.</p> <p>25 areas had achieved their targets for the value of assets recovered through confiscation orders in 2005-06; while 33 areas had achieved their targets for the number of confiscation orders served.</p>	<p>Substantial progress with CJS agency case management systems, including roll-out of XHIBIT, and continued roll-out of case preparation and custody systems in police forces. Deploying CJS Exchange, enabling full case file exchange between the police and CJS, and the first CJS Exchange live connections between the police and magistrates' courts.</p>
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LATEST OUTTURN	2005-06
<p>The Code of Practice for Victims of Crime was launched in April 2006. The Commissioner for Victims and Witnesses will be appointed in 2007.</p>	<p>Implementing the Code of Practice for Victims of Crime, monitored by a Commissioner for Victims and Witnesses who will also champion the interests of victims and witnesses.</p>
<p><b>Reduce reoffending by adults and youths by 5%</b></p> <p>Reoffending is measured using the re-conviction rates. The target is to achieve a 5% reduction in the actual re-conviction rate compared with a predicted rate. This allows account to be taken for year-on-year variations in the profile of offenders such as their age, gender and criminal history as well as external factors. Re-conviction rates are calculated from a sample taken between January and March each year. In the Home Office Strategic Plan 2004-2008, NOMS were set a further target to reduce reoffending by 10%, by the end of the decade (2010), based on the 2002-03 baseline.</p> <p><b>Re-convictions for young offenders: slippage</b></p> <p>This is the percentage of those that, following release from secure training/custody and having received a reprimand/final warning/caution or any other court disposal, commit another offence within a year.<sup>36</sup></p>	<p><b>NOMS Standard: Protect the public by ensuring there is no deterioration in the levels of reoffending for young offenders and adults. Maintain the current low rate of prisoner escapes, including Category A escapes.</b></p>
<ul style="list-style-type: none"> <li>● Baseline: 2000</li> <li>● Target (January-March 2006): a 5% reduction</li> <li>● Latest outturn: (January-March 2004)</li> <li>● Predicted rate: 41.9%</li> <li>● Actual rate: 41.3%</li> <li>● Outturn: 1.4%</li> </ul>	

<sup>36</sup> The method for calculating the baseline re-offending rates for the 2004 figures has changed. The new measure counts all those who commit a further offence within one year for which they are subsequently sanctioned, rather than, as before, only those who are sanctioned within the period. Because an offence will always precede a sanction, this means that the rates are higher than previously reported.

2005-06	LATEST OUTTURN
<p>Implementing the Code of Practice for Victims of Crime, monitored by a Commissioner for Victims and Witnesses who will also champion the interests of victims and witnesses.</p>	<p>The Code of Practice for Victims of Crime was launched in April 2006. The Commissioner for Victims and Witnesses will be appointed in 2007.</p>
<p><b>NOMS Standard: Protect the public by ensuring there is no deterioration in the levels of reoffending for young offenders and adults. Maintain the current low rate of prisoner escapes, including Category A escapes.</b></p>	<p><b>Reduce reoffending by adults and youths by 5%</b></p> <p>Reoffending is measured using the re-conviction rates. The target is to achieve a 5% reduction in the actual re-conviction rate compared with a predicted rate. This allows account to be taken for year-on-year variations in the profile of offenders such as their age, gender and criminal history as well as external factors. Re-conviction rates are calculated from a sample taken between January and March each year. In the Home Office Strategic Plan 2004-2008, NOMS were set a further target to reduce reoffending by 10%, by the end of the decade (2010), based on the 2002-03 baseline.</p> <p><b>Re-convictions for young offenders: slippage</b></p> <p>This is the percentage of those that, following release from secure training/custody and having received a reprimand/final warning/caution or any other court disposal, commit another offence within a year.<sup>36</sup></p> <ul style="list-style-type: none"> <li>● Baseline: 2000</li> <li>● Target (January-March 2006): a 5% reduction</li> <li>● Latest outturn: (January-March 2004)</li> <li>● Predicted rate: 41.9%</li> <li>● Actual rate: 41.3%</li> <li>● Outturn: 1.4%</li> </ul>

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2005-06	LATEST OUTTURN
	<p><b>Re-convictions for adults: slippage</b></p> <p>This is the percentage of those that, following discharge from prison or starting a community sentence, are then convicted of another offence within two years.</p> <p>For the latest results we have changed the source data for this target from the Offenders Index to the Police National Computer as this is more accurate and provides a platform for the development of better measures in the future. Since 2001-02 we have greatly increased the work we are doing to reduce reoffending.</p> <ul style="list-style-type: none"> <li>• Baseline: 2000</li> <li>• Target (January-March 2006): a 5% reduction</li> <li>• Latest outturn: (January-March 2001)</li> <li>• Predicted rate: 58.6%</li> <li>• Actual rate: 58.5%</li> <li>• Outturn: 0.2%</li> </ul> <p><b>Escapes: on course</b></p> <p>This element is met if the number of escapes as a proportion of the prison population does not exceed 0.17% and there are no Category A escapes.</p> <ul style="list-style-type: none"> <li>• Target: less than 0.17%</li> <li>• Annual outturn (2004-05): 0.064%</li> <li>• Latest outturn (2005-06): 0.038%<sup>37</sup></li> <li>• There have been no Category A escapes</li> </ul>
Delivery 2005-06	
Achieving full connectivity between the probation and prison OASys IT systems.	The shared Offender Assessment System (OASys) between the Prison Service and the Probation Service was completed with the connection of all probation areas by end March 2006 to form a single risk assessment database for over one million assessments on 400,000 offenders.
Achieving targets for NOMS key performance indicators for 2005-06, as published (for example 50,000 successful completions of Enhanced Community Punishments/Unpaid Work Requirements and 4,000 completions of DTTOs/Drug Rehabilitation Requirements).	<p>At the end of 2005-06, over 60% of the 36 NOMS key performance indicators met or exceeded the target.</p> <p>Achievements on NOMS key performance indicators are available at: <a href="http://www.noms.homeoffice.gov.uk/downloads/PROMT-April-Dec-2005.doc">www.noms.homeoffice.gov.uk/downloads/PROMT-April-Dec-2005.doc</a></p>

<sup>37</sup> This figure is provisional and subject to final validation.

2005-06	LATEST OUTTURN
	<p><b>Re-convictions for adults: slippage</b></p> <p>This is the percentage of those that, following discharge from prison or starting a community sentence, are then convicted of another offence within two years.</p> <p>For the latest results we have changed the source data for this target from the Offenders Index to the Police National Computer as this is more accurate and provides a platform for the development of better measures in the future. Since 2001-02 we have greatly increased the work we are doing to reduce reoffending.</p> <ul style="list-style-type: none"> <li>• Baseline: 2000</li> <li>• Target (January-March 2006): a 5% reduction</li> <li>• Latest outturn: (January-March 2001)</li> <li>• Predicted rate: 58.6%</li> <li>• Actual rate: 58.5%</li> <li>• Outturn: 0.2%</li> </ul> <p><b>Escapes: on course</b></p> <p>This element is met if the number of escapes as a proportion of the prison population does not exceed 0.17% and there are no Category A escapes.</p> <ul style="list-style-type: none"> <li>• Target: less than 0.17%</li> <li>• Annual outturn (2004-05): 0.064%</li> <li>• Latest outturn (2005-06): 0.038%<sup>37</sup></li> <li>• There have been no Category A escapes</li> </ul>
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LATEST OUTTURN	2005-06
<p>We completed action plans for implementing offender management for Community Orders by most probation areas.</p> <p>We awarded a Service Level Agreement to the Prison Service for the operation of a cluster of prisons on the Isle of Sheppey following a Performance Improvement Test, as part of the contestability programme.</p> <p>A pathfinder contest of community provision was not undertaken in 2005-06. The aim of securing access to a wider pool of providers of both probation and prison services was expected to be enhanced by the publication of a contestability prospectus during 2006-07.</p> <p>As part of implementing the provisions of the Criminal Justice Act 2003, the new framework for custodial sentences of over one year, community orders and suspended sentence orders were introduced in April 2005. New contracts for electronic monitoring were implemented successfully in April 2005. Nearly 49,500 new starts on electronic monitoring programmes were delivered between April 2005 and January 2006 – an increase of 12% over the same period in 2004-05.</p>	<p>The Regional Offender Managers and the Director of Probation overseeing the split of offender management from interventions within Probation Boards and signing off action plans for the implementation of an Offender Management Model.</p> <p>Launching the first prisons contestability programme under NOMS and pathfinder contest of community provision in one or two regions.</p> <p>Implementing most of the sentencing provisions of the Criminal Justice Act 2003.</p> <p>Implementing the new contracts for electronic monitoring, starting April 2005.</p>

2005-06	LATEST OUTTURN
<p>The Regional Offender Managers and the Director of Probation overseeing the split of offender management from interventions within Probation Boards and signing off action plans for the implementation of an Offender Management Model.</p> <p>Launching the first prisons contestability programme under NOMS and pathfinder contest of community provision in one or two regions.</p> <p>Implementing most of the sentencing provisions of the Criminal Justice Act 2003.</p> <p>Implementing the new contracts for electronic monitoring, starting April 2005.</p>	<p>We completed action plans for implementing offender management for Community Orders by most probation areas.</p> <p>We awarded a Service Level Agreement to the Prison Service for the operation of a cluster of prisons on the Isle of Sheppey following a Performance Improvement Test, as part of the contestability programme.</p> <p>A pathfinder contest of community provision was not undertaken in 2005-06. The aim of securing access to a wider pool of providers of both probation and prison services was expected to be enhanced by the publication of a contestability prospectus during 2006-07.</p> <p>As part of implementing the provisions of the Criminal Justice Act 2003, the new framework for custodial sentences of over one year, community orders and suspended sentence orders were introduced in April 2005.</p> <p>New contracts for electronic monitoring were implemented successfully in April 2005. Nearly 49,500 new starts on electronic monitoring programmes were delivered between April 2005 and January 2006 – an increase of 12% over the same period in 2004-05.</p>

## Strategic Objective III: Fewer people's lives are ruined by drugs and alcohol

2005-06	LATEST OUTTURN
<p><b>PSA4: Reduce the harm caused by illegal drugs, including substantially increasing the number of drug-misusing offenders entering treatment through the Criminal Justice System.</b></p>	<p><b>Reduce the harm caused by illegal drugs: on course</b></p> <p>The Drug Harm Index (DHI) measures harm reduction against the overarching PSA4 target over the SR04 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"> <li>• Baseline (2002): 115.8</li> <li>• Target: a reduction by 2007-08</li> <li>• Latest outturn (2004): 87.9</li> </ul> <p><b>Number of drug-misusing offenders entering treatment through the Criminal Justice System: on course</b></p> <ul style="list-style-type: none"> <li>• Baseline: 384 a month in March 2004</li> <li>• Target: 1,000 a week by March 2008</li> <li>• Latest outturn: 2,507 per month in March 2006</li> </ul>
<p><b>Delivery 2005-06</b></p>	
<p>Implementing the cross-departmental plan to tackle drug abuse among young people. In particular, we will concentrate on the 30 High Focus Areas when we want to make an early and sustained impact on young people's drug use.</p>	<p>Achieved in 30 High Focus Areas by providing consultancy support and additional funding to develop best practice and to support faster and more sustained progress on delivery of drug services for children and young people.</p>
<p>Expanding the Drug Interventions Programme to a further 33 areas and applying the measures contained in the Drugs Act 2005 to strengthen the Programme where it operates intensively.</p> <p>Reducing drop-out rates (increasing engagement rates) between initial contact and subsequent assessment and referral into treatment.</p>	<p>We expanded the intensive elements of the Drug Interventions Programme to a further 33 areas in April 2005, and implemented Testing on Arrest and Required Assessment introduced in the Drugs Act 2005, across Greater Manchester, Nottinghamshire and South Yorkshire police force areas from 1 December 2005. These provisions were subsequently expanded to all other DIP intensive areas from 31 March 2006. At the same time, Restriction on Bail was also extended to all Local Criminal Justice Areas in England.</p> <p>Work continued successfully to increase client engagement, with over 60% of those who require a further intervention subsequently engaging in treatment.</p>

2005-06	LATEST OUTTURN
<p><b>PSA4: Reduce the harm caused by illegal drugs, including the number of drug-misusing offenders entering treatment through the Criminal Justice System.</b></p>	<p><b>Reduce the harm caused by illegal drugs: on course</b></p> <p>The Drug Harm Index (DHI) measures harm reduction against the overarching PSA4 target over the SR04 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"> <li>• Baseline (2002): 115.8</li> <li>• Target: a reduction by 2007-08</li> <li>• Latest outturn (2004): 87.9</li> </ul> <p><b>Number of drug-misusing offenders entering treatment through the Criminal Justice System: on course</b></p> <ul style="list-style-type: none"> <li>• Baseline: 384 a month in March 2004</li> <li>• Target: 1,000 a week by March 2008</li> <li>• Latest outturn: 2,507 per month in March 2006</li> </ul>
<p><b>Delivery 2005-06</b></p>	
<p>Implementing the cross-departmental plan to tackle drug abuse among young people. In particular, we will concentrate on the 30 High Focus Areas when we want to make an early and sustained impact on young people's drug use.</p>	<p>Achieved in 30 High Focus Areas by providing consultancy support and additional funding to develop best practice and to support faster and more sustained progress on delivery of drug services for children and young people.</p>
<p>Expanding the Drug Interventions Programme to a further 33 areas and applying the measures contained in the Drugs Act 2005 to strengthen the Programme where it operates intensively.</p> <p>Reducing drop-out rates (increasing engagement rates) between initial contact and subsequent assessment and referral into treatment.</p>	<p>We expanded the intensive elements of the Drug Interventions Programme to a further 33 areas in April 2005, and implemented Testing on Arrest and Required Assessment introduced in the Drugs Act 2005, across Greater Manchester, Nottinghamshire and South Yorkshire police force areas from 1 December 2005. These provisions were subsequently expanded to all other DIP intensive areas from 31 March 2006. At the same time, Restriction on Bail was also extended to all Local Criminal Justice Areas in England.</p> <p>Work continued successfully to increase client engagement, with over 60% of those who require a further intervention subsequently engaging in treatment.</p>

## Strategic Objective III: Fewer people's lives are ruined by drugs and alcohol

2005-06	LATEST OUTTURN
<p>Working with alcohol retailers and producers to agree and implement minimum standards for socially responsible promotion and retailing of alcohol products, underpinned by an agreed system of accreditation.</p>	<p>With Government support, the alcohol industry launched a <i>Principles and Standards</i> document in November 2005, which set out minimum standards for the responsible sale of alcohol.</p> <p>The Government also worked with the major supermarkets to agree action to drive down the number of occasions when test purchases resulted in the sale of alcohol to a minor.</p>

LATEST OUTTURN	2005-06
<p>With Government support, the alcohol industry launched a <i>Principles and Standards</i> document in November 2005, which set out minimum standards for the responsible sale of alcohol.</p> <p>The Government also worked with the major supermarkets to agree action to drive down the number of occasions when test purchases resulted in the sale of alcohol to a minor.</p>	<p>Working with alcohol retailers and producers to agree and implement minimum standards for socially responsible promotion and retailing of alcohol products, underpinned by an agreed system of accreditation.</p>

## Strategic Objective IV: Migration is managed to benefit the UK, while preventing the abuse of the immigration laws and of the asylum system

2005-06	LATEST OUTTURN
<p><b>PSA5: Reduce unfounded asylum claims as part of a wider strategy to tackle abuse of the immigration laws and promote controlled legal migration.</b></p>	<p><b>Reducing unfounded asylum claims: ahead</b></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 dependents of the applicant have not been granted full refugee status (indefinite leave to remain) 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"> <li>• Baseline (2002-03): 70,200</li> <li>• Target: a reduction</li> <li>• Outturn (2003-04): 83,300</li> <li>• Latest outturn (2004-05): 52,000</li> </ul>
<p><b>Delivery 2005-06</b></p>	
<p>Working to meet the target of removing more failed asylum seekers per month by the end of 2005 than the monthly predicted number of unfounded asylum applications.</p>	<p>We have continued to bear down on the number of unfounded asylum claims, by, for example, pre-entry checks, further tightening of border controls and fast-track processing.</p> <p>We have continued to increase the number of removals of failed asylum seekers, which rose from 3,480 in the final quarter of 2004-05 to 4,930 in the same quarter in 2005-06, by, for example, actively promoting voluntary assisted returns and increasing enforcement and removals operational capacity. The proportion of failed asylum seekers that have been removed increased to 27% in 2004-05.</p> <p>We met the Tipping Point target in February and March 2006 by removing more failed asylum seekers than the number of new anticipated unfounded applications received.</p>
<p>Increasing the number of applications considered through the fast-track managed processes. The aim is to process up to 30% of new asylum applicants through fast-track detained processes by the end of 2005.</p>	<p>We introduced detained fast-track facilities for those applicants at our Yarl's Wood (females only), Harmondsworth and Oakington Centres with the capacity to process around 30% of new asylum applications via our detention estate.</p>

## Strategic Objective IV: Migration is managed to benefit the UK, while preventing the abuse of the immigration laws and of the asylum system

2005-06	LATEST OUTTURN
<p><b>PSA5: Reduce unfounded asylum claims as part of a wider strategy to tackle abuse of the immigration laws and promote controlled legal migration.</b></p>	<p><b>Reducing unfounded asylum claims: ahead</b></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 dependents of the applicant have not been granted full refugee status (indefinite leave to remain) 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"> <li>• Baseline (2002-03): 70,200</li> <li>• Target: a reduction</li> <li>• Outturn (2003-04): 83,300</li> <li>• Latest outturn (2004-05): 52,000</li> </ul>
<p><b>Delivery 2005-06</b></p>	
<p>Working to meet the target of removing more failed asylum seekers per month by the end of 2005 than the monthly predicted number of unfounded asylum applications.</p>	<p>We have continued to bear down on the number of unfounded asylum claims, by, for example, pre-entry checks, further tightening of border controls and fast-track processing.</p> <p>We have continued to increase the number of removals of failed asylum seekers, which rose from 3,480 in the final quarter of 2004-05 to 4,930 in the same quarter in 2005-06, by, for example, actively promoting voluntary assisted returns and increasing enforcement and removals operational capacity. The proportion of failed asylum seekers that have been removed increased to 27% in 2004-05.</p> <p>We met the Tipping Point target in February and March 2006 by removing more failed asylum seekers than the number of new anticipated unfounded applications received.</p>
<p>Increasing the number of applications considered through the fast-track managed processes. The aim is to process up to 30% of new asylum applicants through fast-track detained processes by the end of 2005.</p>	<p>We introduced detained fast-track facilities for those applicants at our Yarl's Wood (females only), Harmondsworth and Oakington Centres with the capacity to process around 30% of new asylum applications via our detention estate.</p>

LATEST OUTTURN	2005-06
<p>We introduced, in April 2005, the new Asylum and Immigration Tribunal, designed to increase the speed and finality of the appeals process and deter failed asylum applicants who used the old appeals system to prolong their stay in the UK.</p>	<p>Working with DCA to implement the new Asylum and Immigration Tribunal from April 2005.</p>
<p>We set up a new programme, Sunrise, in four major cities, helping new refugees to draw up personal integration plans, which will help them into employment and to forge new links with the communities in which they live.</p>	<p>Implementing the new requirements for citizenship for refugees and other migrants, including introducing a test of knowledge of life in the UK.</p>
<p>We introduced, in November 2005, a new 'Life in the UK' test for adult applicants who want to become British citizens to demonstrate their knowledge of life in the UK. At the end of February 2006, around 25,000 people had taken the test with a success rate of 70%.</p>	<p>Ensuring that our presidency of the EU leads to further progress in strengthening the EU's borders, improving the security of EU travel documents and improving EU member states' ability to remove failed asylum seekers.</p>
<p>We developed a refugee integration loans scheme and implemented a nationwide mentoring scheme for refugees.</p>	<p>Ensuring that our presidency of the EU leads to further progress in strengthening the EU's borders, improving the security of EU travel documents and improving EU member states' ability to remove failed asylum seekers.</p>
<p>We increased fees for foreign nationals using non-asylum immigration services in April 2005 to ensure that the fees reflect the costs associated with administering the system in the UK, including leave to remain and work permit applications.</p>	<p>Implementing revised charges for foreign nationals using non-asylum immigration services from April 2005, necessary to deliver a high-quality, professional and customer-focused service.</p>
<p>The Identity Cards Bill received Royal Assent and a new Executive Agency, the 'Identity and Passport Service', was created on 1 April 2006, incorporating the functions of the UK Passport Service and the Home Office ID Cards Programme.</p>	<p>Continuing towards implementation of an Identity Cards Scheme by:</p> <ul style="list-style-type: none"> <li>progressing transition arrangements for the new agency that will deliver the Scheme; and</li> <li>commencing, subject to parliamentary approval, the procurement of key components of the Scheme.</li> </ul>

2005-06	LATEST OUTTURN
<p>Working with DCA to implement the new Asylum and Immigration Tribunal from April 2005.</p>	<p>We introduced, in April 2005, the new Asylum and Immigration Tribunal, designed to increase the speed and finality of the appeals process and deter failed asylum applicants who used the old appeals system to prolong their stay in the UK.</p>
<p>Implementing the new requirements for citizenship for refugees and other migrants, including introducing a test of knowledge of life in the UK.</p>	<p>We set up a new programme, Sunrise, in four major cities, helping new refugees to draw up personal integration plans, which will help them into employment and to forge new links with the communities in which they live.</p>
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<p>Ensuring that our presidency of the EU leads to further progress in strengthening the EU's borders, improving the security of EU travel documents and improving EU member states' ability to remove failed asylum seekers.</p>	<p>See section 1, Strategic Objective IV, EU Presidency box on page 42.</p>
<p>Implementing revised charges for foreign nationals using non-asylum immigration services from April 2005, necessary to deliver a high-quality, professional and customer-focused service.</p>	<p>We increased fees for foreign nationals using non-asylum immigration services in April 2005 to ensure that the fees reflect the costs associated with administering the system in the UK, including leave to remain and work permit applications.</p>
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## Strategic Objective V: Citizens, communities and the voluntary sector are more fully engaged in tackling social problems and there is more equality of opportunity and respect for people of all races and religions

2005-06	LATEST OUTTURN
<p><b>PSA6: Increase voluntary and community engagement, especially amongst those at risk of social exclusion.</b></p>	<p><b>Voluntary activity by individuals at risk of social exclusion: ahead</b></p> <p>This is defined as covering those groups who suffer from a combination of linked problems such as unemployment, poor skills, low income, poor housing and High Crime Areas. The target covers people with no qualifications, minority ethnic groups and people with disabilities. Volunteering will be measured as those who have volunteered at least once a month in the 12 months prior to the Home Office Citizenship Survey (HOCS).</p> <ul style="list-style-type: none"> <li>• Baseline (2001): 40.8%</li> <li>• Target (2007-08): an increase</li> <li>• Latest outturn (2003): 43.8%</li> </ul> <p><b>Contribution of the voluntary and community sector (VCS) to the delivery of public services: on course</b></p> <p>The main source of information is the State of the Sector Panel, a panel of 3,600 voluntary and community organisations. This will be met if the index measuring the capacity of the voluntary and community sector to deliver public services is higher in 2007-08 than in the baseline period.</p> <ul style="list-style-type: none"> <li>• Baseline (2002-03): 100</li> <li>• Target: an increase</li> <li>• Latest outturn (2003-04): 101</li> </ul>
<p>Delivery 2005-06</p>	
<p>Increasing the volume of public services delivered by the VCS.</p> <p>Establishing a sector-led, arm's length agency to drive forward the implementation of Change-Up and maximise the value of the investment made.</p>	<p>Work across government departments to identify new opportunities for VCS delivery and to reduce barriers to such delivery is on track for publication in the autumn. The Home Office State of the Sector Panel research indicated that public funding to the VCS increased. Average (median) Government funding rose by 12% (including an adjustment for Housing Associations).</p> <p>We launched, in April 2006, Capacitybuilders, a new arm's length funding organisation to drive forward investments through our 'Change-Up' strategy. During the year over £55 million of grants were made to help the VCS make more effective use of IT, and to improve governance and infrastructure.</p>

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<p>Delivery 2005-06</p>	
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LATEST OUTTURN	2005-06
<p>We established a new charity to oversee a step-change in the quality, quantity and diversity of youth volunteering. It was formally launched in May 2006 and has already raised commitments of over £1.0 million of support from businesses, in addition to commitments of up to £1.00 million of public funding. This followed publication of the Russell Commission report on youth action and engagement.</p>	<p>Launching a new national framework for youth action and engagement to deliver step changes in the diversity, quality and quantity of young people's volunteering.</p>
<p>The Charities Bill made progress through Parliament and is expected to become law in 2006. The Bill will provide a modern, legal and regulatory framework for charities, and contains a number of deregulatory measures.</p>	<p>Securing passage into law of a Charities Bill and beginning the process of implementation, and supporting equality legislation that outlaws the promotion of religious hatred.</p>
<p>This is measured using the HOCS as a decrease in perceptions of racial discrimination by a range of organisations.</p> <ul style="list-style-type: none"> <li>• Baseline (HOCS 2001): 38%</li> <li>• Target (HOCS 2007): reduce</li> <li>• Latest outturn (HOCS 2005): 37%</li> </ul>	<p><b>PSA7: Reduce race inequalities and build community cohesion.</b></p> <p><b>Discrimination by organisations: slippage</b></p> <p>This is measured using the HOCS as a decrease in perceptions of racial discrimination when seeking a job or applying for promotion.</p> <ul style="list-style-type: none"> <li>• Baseline (HOCS 2003): seeking jobs 24%; applying for promotion 46%</li> <li>• Target (HOCS 2007): a reduction in at least one of the elements of seeking jobs; and applying for promotion</li> <li>• Latest outturn (HOCS 2005): seeking jobs 22%; applying for promotion 50%</li> </ul>
<p><b>Discrimination in labour market: slippage</b></p> <p>This is measured using the HOCS as a decrease in perceptions of racial discrimination when seeking a job or applying for promotion.</p> <ul style="list-style-type: none"> <li>• Baseline (HOCS 2003): seeking jobs 24%; applying for promotion 46%</li> <li>• Target (HOCS 2007): a reduction in at least one of the elements of seeking jobs; and applying for promotion</li> <li>• Latest outturn (HOCS 2005): seeking jobs 22%; applying for promotion 50%</li> </ul> <p><b>Community cohesion: not yet assessed</b></p> <p>This is measured by perceptions of community cohesion, as measured through the Home Office Citizenship Survey Local Area Boost.</p> <ul style="list-style-type: none"> <li>• Baseline (HOCS 2005): 56-84% (the range of perceptions in the 10 selected areas.)</li> <li>• Target (HOCS 2007): an increase in most of the areas</li> </ul>	<p><b>PSA7: Reduce race inequalities and build community cohesion.</b></p> <p><b>Discrimination by organisations: slippage</b></p> <p>This is measured using the HOCS as a decrease in perceptions of racial discrimination by a range of organisations.</p> <ul style="list-style-type: none"> <li>• Baseline (HOCS 2001): 38%</li> <li>• Target (HOCS 2007): reduce</li> <li>• Latest outturn (HOCS 2005): 37%</li> </ul> <p><b>Discrimination in labour market: slippage</b></p> <p>This is measured using the HOCS as a decrease in perceptions of racial discrimination when seeking a job or applying for promotion.</p> <ul style="list-style-type: none"> <li>• Baseline (HOCS 2003): seeking jobs 24%; applying for promotion 46%</li> <li>• Target (HOCS 2007): a reduction in at least one of the elements of seeking jobs; and applying for promotion</li> <li>• Latest outturn (HOCS 2005): seeking jobs 22%; applying for promotion 50%</li> </ul> <p><b>Community cohesion: not yet assessed</b></p> <p>This is measured by perceptions of community cohesion, as measured through the Home Office Citizenship Survey Local Area Boost.</p> <ul style="list-style-type: none"> <li>• Baseline (HOCS 2005): 56-84% (the range of perceptions in the 10 selected areas.)</li> <li>• Target (HOCS 2007): an increase in most of the areas</li> </ul>

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<p>Securing passage into law of a Charities Bill and beginning the process of implementation, and supporting equality legislation that outlaws the promotion of religious hatred.</p>	<p>The Charities Bill made progress through Parliament and is expected to become law in 2006. The Bill will provide a modern, legal and regulatory framework for charities, and contains a number of deregulatory measures.</p>
<p><b>PSA7: Reduce race inequalities and build community cohesion.</b></p>	<p><b>Discrimination by organisations: slippage</b></p> <p>This is measured using the HOCS as a decrease in perceptions of racial discrimination by a range of organisations.</p> <ul style="list-style-type: none"> <li>• Baseline (HOCS 2001): 38%</li> <li>• Target (HOCS 2007): reduce</li> <li>• Latest outturn (HOCS 2005): 37%</li> </ul> <p><b>Discrimination in labour market: slippage</b></p> <p>This is measured using the HOCS as a decrease in perceptions of racial discrimination when seeking a job or applying for promotion.</p> <ul style="list-style-type: none"> <li>• Baseline (HOCS 2003): seeking jobs 24%; applying for promotion 46%</li> <li>• Target (HOCS 2007): a reduction in at least one of the elements of seeking jobs; and applying for promotion</li> <li>• Latest outturn (HOCS 2005): seeking jobs 22%; applying for promotion 50%</li> </ul> <p><b>Community cohesion: not yet assessed</b></p> <p>This is measured by perceptions of community cohesion, as measured through the Home Office Citizenship Survey Local Area Boost.</p> <ul style="list-style-type: none"> <li>• Baseline (HOCS 2005): 56-84% (the range of perceptions in the 10 selected areas.)</li> <li>• Target (HOCS 2007): an increase in most of the areas</li> </ul>

2005-06	LATEST OUTTURN
<p>Delivery 2005-06</p>	
<p>Taking forward, with our partners, commitments in <i>Improving Opportunity, Strengthening Society</i> (IOSS), including:</p> <ul style="list-style-type: none"> <li>developing further ways to monitor and improve public bodies' compliance with the Race Relations (amendment) Act; and</li> <li>reducing actual and perceived discrimination by key public services.</li> </ul>	<p>Key activities this year in the delivery of the PSA and our wider strategy included:</p> <ul style="list-style-type: none"> <li>working across government to deliver the race and cohesion strategy <i>Improving Opportunity, Strengthening Society</i> to reduce perceived discrimination and improve cohesion, holding events in every region in England to raise awareness and significantly increasing our engagement with the people who can help us deliver. Work included:                     <ul style="list-style-type: none"> <li>the establishment of project groups to tackle raising aspirations and achievement for young black men, to increase the trust and confidence between BME communities and the CJS services and to increase the number of BME officers and staff at senior levels within the public services (especially the police);</li> <li>engagement with the Department of Health to improve monitoring of BME experience and outcomes resulting in a commitment to include ethnicity on forms to access primary care services;</li> <li>launch of Connecting Communities Plus, a £6 million grants p.a. programme to support delivery of IOSS and the identification of a number of strategic partners with whom the Race Equality Unit will work closely over the next three years;</li> </ul> </li> <li>publishing a Commission for Racial Equality Code of Practice in Employment in November 2005. The code came into effect on 6 April 2006 with the support of the Confederation of British Industry, Trades Union Congress and the Small Business Service; and</li> <li>introducing legislation to protect people from religious hatred and discrimination. The Racial and Religious Hatred Act created a new criminal offence of inciting hatred of groups defined by their religion or lack of religion, and Part 2 of the Equality Act gave civil law remedies to anyone discriminated against because of their religion or belief, in the provision of goods, facilities and services (including public services and functions).</li> </ul>

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### Improving our delivery structures

2005-06	LATEST OUTTURN
<p>Further improving local delivery arrangements, by building on the Local Area Agreements (LAAs) and Safer and Stronger Communities Fund, to ensure that the Home Office and its policies are more responsive to the needs of local communities. Preparing for the introduction of LAAs in up to 66 further areas for launch in 2006-07.</p>	<p>21 pilot LAAs were agreed for introduction in April 2005. A further 66 areas saw LAAs negotiated over 2005-06 for successful introduction in April 2006. Cross-departmental LAA guidance (for those looking to begin LAAs in April 2007 and those refreshing their agreed LAAs over this coming year) includes a clearer national outcomes framework.</p>

### Modernising corporate support

2005-06	LATEST OUTTURN
<p>For transactional shared services (HR, procurement and finance): producing a business case, including the high-level design and revised functional operating model for the non-agency department.</p>	<p>The Outline Business Case was provisionally agreed in March 2006. Further work was done on a high-level design and operating model.</p>

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## Changing the way we work

2005-06	LATEST OUTTURN
<p>Continuing to roll out our five-year race and diversity programme to ensure sustained leadership on these issues across the Home Office Group, including by:</p> <ul style="list-style-type: none"> <li>delivering against Home Office diversity targets through diversity training and targeted positive action; and</li> <li>publishing a revised Race Equality Scheme and instituting associated training for Home Office staff.</li> </ul>	<p>Performance against targets for representation in the Senior Civil Service (SCS):</p> <ul style="list-style-type: none"> <li>Female staff: 33% against target of 40% by 2009</li> <li>Disabled staff: 1.4% against target of 3.2% by 2009</li> <li>Minority ethnic staff: 5.9% against target of 8% by 2009</li> </ul> <p>Figures for 2004-05 and data for 2006-07 will be published in the autumn. Figures shown are for the core Home Office and Immigration and Nationality Directorate (IND) only and do not include Prison Service SCS.</p> <p>The revised Race Equality Scheme was published in May 2005. Equality Impact assessment training was piloted in February/March 2006.</p>
<p>Improving performance to ensure that correspondence is replied to within key target deadlines:</p> <ul style="list-style-type: none"> <li>95% of MPs' correspondence within 15 working days (20 working days in IND and Prison Service);</li> <li>95% of public correspondence (including e-mails) within 20 working days.</li> </ul>	<p>During 2005-06, non-IND Home Office performance on Ministerial correspondence improved to 90% replied to within target. IND replied to 68% within target despite an increase in volume and the largest postbag in Whitehall outside No 10.</p> <p>Over the same period, the non-IND Home Office also achieved a performance level of 92% of letters and e-mails from the public replied to within target.</p>
<p>Continue to work on improving the delivery of PQs as part of our three-year step-change plan.</p>	<p>38% of PQs were answered on time, an improvement of 6% on the previous year. A new unit was established in June 2005 bringing together Parliamentary Branch and Ministerial Briefing Unit. A review of working practices to improve performance has resulted in 54% of PQs answered on time during January to March 2006.</p>

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## Supporting people

2005-06	LATEST OUTTURN
<p>Continuing to take steps in the non-agency Department to reduce sickness absence, including: better reporting through the Adelphi system; implementation of the new attendance management policy and support from HR in its operation; and overall management by the HOB. New reduction targets, reflecting better reporting, will be set for business areas for 2006-07.</p>	<p>New attendance management policies were put in place and are being reviewed to ensure that policies are being correctly implemented. New attendance targets are to be set for 2006-07 in line with the Ministerial Task Force action plan, with support from the new occupational health contract and improved reporting arrangements on the Adelphi IT system.</p>
<p>Creating and beginning implementation of a new People Strategy.</p>	<p>We have started delivering through the implementation of the Professional Skills for Government framework; introducing a new approach to leadership planning; developing a new assessment centre process; and also an improved performance management system.</p>

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## Delivering value for money improvements

2005-06	LATEST OUTTURN
Continuing to work towards our VFM target, with: police forces establishing a centre of excellence to identify and lead opportunities for collaborative procurement and also pursuing their targets to increase the time which officers spend on front-line policing; NOMS increasing contestability in the provision of custody and community sentences; IND implementing single-tier appeals and further renegotiation of old asylum accommodation contracts; and the Department making further progress towards its HQ head-count reduction target.	<ul style="list-style-type: none"> <li>Cumulative gains of <b>£1,584</b> million across the Department (of which <b>£1,037</b> million is cashable) by the end of 2005-06 compared to a 2003-04 baseline.</li> <li>Police Service gains of <b>£692</b> million <b>cumulatively</b>, including through improved procurement and productivity.</li> <li>Value for money improvements of <b>£496</b> million in the Immigration and Nationality Directorate, including <b>£400</b> million per annum savings through reduced asylum support costs.</li> <li>Delivery of <b>£241</b> million gains <b>cumulatively</b> in the National Offender Management Service.</li> <li>Reduction in the size of the Home Office HQ by 1,089 FTE posts (worth around <b>£38</b> million per annum).*</li> </ul>
Continuing to improve our performance information systems and knowledge of what works through high-quality research and science.	Scientific research and performance management teams now form an intrinsic part of the Department, and work alongside delivery areas.

\* Progress towards the target to reduce the size of the HQ by 2,700 FTE posts by March 2008 is expressed against a baseline that we have adjusted, where appropriate, to take account of transfer of functions into and out of the HQ, or that has been adjusted to take account of definitional issues. Because the target has remained fixed (i.e. 2,700 FTE posts) these changes have had the effect of making the target more challenging for the Department. Reported outturn does not take account of the approximately 500 FTE funded posts currently vacant in the HQ that fall within the ambit of this target.

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Continuing to improve our performance information systems and knowledge of what works through high-quality research and science.	Scientific research and performance management teams now form an intrinsic part of the Department, and work alongside delivery areas.

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### Spending Review 2002 target assessment

Target	Assessment
<p><b>PSA1</b></p> <p>Reduce crime and the fear of crime; improve performance overall, including by reducing the gap between the highest Crime and Disorder Reduction Partnership areas and the best comparable areas; and reduce:</p> <ul style="list-style-type: none"> <li>vehicle crime by 30% from 1998–99 to 2004;</li> <li>domestic burglary by 25% from 1998–99 to 2005; and</li> <li>robbery in the ten Street Crime Initiative areas by 14% from 1999–2000 to 2005;</li> </ul> <p>and maintain that level.</p>	<p><b>Overall crime: met</b></p> <p>This is measured by the British Crime Survey (BCS).</p> <ul style="list-style-type: none"> <li>Baseline (BCS 2001–02): 12,618,000</li> <li>Target: a reduction</li> <li>Annual outturn (BCS 2005–06): 10,912,000 – a 14% reduction</li> </ul> <p><b>Vehicle crime: met</b></p> <p>This is measured by the BCS.</p> <ul style="list-style-type: none"> <li>Baseline (BCS 2000): 3,009,000</li> <li>Target (BCS 2004–05): down 30%</li> <li>Annual outturn (BCS 2004–05): 1,886,000 – down 37%</li> </ul> <p><b>Burglary: met</b></p> <p>This is measured by the BCS.</p> <ul style="list-style-type: none"> <li>Baseline (BCS 2000): 1,290,000</li> <li>Target (BCS 2005–06): down 25%</li> <li>Annual outturn (BCS 2005–06): 733,000 – down 43%</li> </ul> <p><b>Robbery: not met</b></p> <p>This is measured using recorded crime.</p> <ul style="list-style-type: none"> <li>Baseline (1999–2000): 68,782</li> <li>Target (2004–05): down 14%</li> <li>Annual outturn (March 2005): 68,283</li> <li>Robbery levels rose sharply between 1999–2000 and 2001–02 – there were 100,794 robberies in 2001–02. The Street Crime Initiative (SCI) reversed this upward trend: robbery in SCI areas was 32% lower in 2004–05 than in 2001–02, although only 1% down on the baseline year.</li> </ul>

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	<p><b>Gap between High Crime Areas and others: met</b></p> <p>This is assessed using recorded crime figures for vehicle crime, robbery and burglary per 1,000 population in each Crime and Disorder Reduction Partnership (CDRP) area. The gap is measured by comparing the highest crime quartile with the remainder.</p> <ul style="list-style-type: none"> <li>● Gap baseline (2002-03 target crime per 1,000 population): 27.1</li> <li>● Target (2005-06): to reduce the gap</li> <li>● Annual outturn (2005-06 target crimes per 1,000): 18</li> </ul> <p><b>Fear of crime: met</b></p> <p>The BCS measures the percentage of people with high levels of:</p> <ul style="list-style-type: none"> <li>● worry about burglary;</li> <li>● worry about car crime; and</li> <li>● worry about violent crime.</li> </ul> <p>This target is achieved if each is lower as reported by the BCS in 2005-06 than in the 2001-02 interviews.</p> <p>Worry about burglary:</p> <ul style="list-style-type: none"> <li>● Baseline (BCS 2001-02): 15%</li> <li>● Annual outturn (BCS 2005-06): 13%</li> </ul> <p>Worry about car crime:</p> <ul style="list-style-type: none"> <li>● Baseline (BCS 2001-02): 17%</li> <li>● Annual outturn (BCS 2005-06): 14%</li> </ul> <p>Worry about violent crime:</p> <ul style="list-style-type: none"> <li>● Baseline (BCS 2001-02): 22%</li> <li>● Annual outturn (BCS 2005-06): 17%</li> </ul>

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<p><b>PSA2</b></p> <p>Improve the performance of all police forces, and significantly reduce the performance gap between the best and worst performing forces; and significantly increase the proportion of time spent on front-line duties.</p>	<p><b>The performance of all police forces: on course</b></p> <p>The Police Performance Assessments 2004-05 represented the first publication of joint Home Office and HMIC assessments and were a significant step forward in providing a full and rounded assessment of the service delivered by each of the 43 forces in England and Wales. The assessments showed a strong improvement in policing across a range of policing areas: 169 of the grades given for direction of travel were improved, compared with only 14 that had deteriorated.</p> <p>Most notable improvements were seen in the reducing crime domain, where 30 of 43 forces improved and none declined. There were also significant improvements in performance in investigating crime, where the sanction detection rate nationally improved from 19% in 2003-04 to 22.8% in October 2005.</p> <p><b>Reduce gap between best and worst: on course</b></p> <p>The target is met if, in 2005-06, no force is more than 10% worse than the average of similar forces, in dealing with reducing and investigating crime.</p> <p>Latest outturn (end of March 2005):</p> <ul style="list-style-type: none"> <li>two forces had a performance gap of more than 10% on crime reduction, compared with 11 in March 2003;</li> <li>three forces had a gap larger than 10% for investigative performance, compared with seven in March 2003; and</li> <li>all areas with performance gaps of over 10% were closing those gaps.</li> </ul> <p><b>Increase time spent on front-line duties: on course</b></p> <p>This is measured by police performance monitors.</p> <ul style="list-style-type: none"> <li>Baseline (2003-04): 63.6%</li> <li>Target (2005-06): an increase</li> <li>Latest outturn (2004-05): 64.1%</li> </ul>

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<p><b>PSA3</b></p> <p>Improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice to 1.15 million by 2005–06; with an improvement in all CJ Areas, a greater increase in the worst performing areas and a reduction in the proportion of ineffective trials.</p>	<p><b>Offences brought to justice (OBTJ): ahead</b></p> <p>This element of the target was modified in the 2004 Spending Review, superseding the previous target of 1.2 million offences brought to justice in 2005–06. At the same time, a higher target of 1.25 million offences brought to justice was set for 2007–08.</p> <p>As the target is an absolute figure no baseline applies.</p> <ul style="list-style-type: none"> <li>Target (2005–06): 1,150,000</li> <li>Latest outturn (December 2005)<sup>38</sup>: 1,271,666</li> </ul> <p><b>Improvement in all areas: on course</b></p> <ul style="list-style-type: none"> <li>Baseline: 2001–02</li> <li>Target: improvement in all Criminal Justice Areas (CJAs)</li> <li>Latest outturn (December 2005): for the 12 months to December 2005, 39 areas were performing at a level ahead of their March 2002 baselines</li> </ul> <p><b>Greater improvement in worst performing areas: on course</b></p> <ul style="list-style-type: none"> <li>Target: the average increase in OBTJs achieved by the worst performing CJAs between 2001–02 and 2005–06 to be greater than the national average increase over the period</li> <li>Latest outturn: 18 areas have been classified as ‘worst performing’. For the year ending December 2005, the aggregated performance of these areas was on track to achieve the target</li> </ul> <p><b>Proportion of ineffective trials: ahead</b></p> <p>Crown Court</p> <ul style="list-style-type: none"> <li>Baseline (quarter to August 2002): 24%</li> <li>Target (quarter to March 2006): 17%</li> <li>Latest outturn (quarter ending January 2006): 12.7%</li> </ul> <p>Magistrates’ courts</p> <ul style="list-style-type: none"> <li>Baseline (quarter to September 2002): 31%</li> <li>Target (quarter to March 2006): 23%</li> <li>Latest outturn (quarter ending January 2006): 21.1%</li> </ul>

<sup>38</sup> 1,267,000 was the figure available when the DCA/CPS Departmental Reports went to print in May 2006.

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Assessment	Target
<p><b>Improve the level of public confidence in the Criminal Justice System: met</b></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"> <li>• Baseline (BCS 2002-03): 39%</li> <li>• Target: (BCS 2005-06): a statistical significant increase</li> <li>• Annual outturn (BCS 2005-06): 44%</li> </ul> <p><b>Ethnic minority community confidence: met</b></p> <p>This is measured by questions in the BCS, which ask whether people from a black or minority ethnic background believe the CJS is effective in bringing people who commit crimes to justice.</p> <ul style="list-style-type: none"> <li>• Baseline (BCS 2002-03): 49%</li> <li>• Target: (BCS 2005-06): a statistical significant increase</li> <li>• Annual outturn (BCS 2005-06): 58%</li> </ul> <p><b>Increasing year on year the satisfaction of victims: not met</b></p> <p>This is measured using BCS questions on victim satisfaction with the CJS, together with questions on victim satisfaction with the police.</p> <ul style="list-style-type: none"> <li>• Baseline (BCS 2003-04): 59%</li> <li>• Target (BCS 2005-06): a statistical significant increase</li> <li>• Annual outturn (BCS 2005-06): 59%</li> </ul> <p><b>Witness satisfaction: not met</b></p> <p>This is measured using a BCS question on witness satisfaction with the police.</p> <ul style="list-style-type: none"> <li>• Baseline (BCS 2003-04): 59%</li> <li>• Target (BCS 2005-06): a statistical significant increase</li> <li>• Annual outturn (BCS 2005-06): 59%</li> </ul> <p><b>Respecting the rights of defendants</b></p> <p>The rights of defendants are protected by law. We will investigate and take action if there is any evidence that the rights of defendants are not being respected or that public confidence in rights being respected is falling.</p>	<p>PSA4</p> <p>Improve the level of public confidence in the Criminal Justice System, including increasing that of minority ethnic communities, and increasing year on year the satisfaction of victims and witnesses, while respecting the rights of defendants.</p>

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<p><b>PSA4</b></p> <p>Improve the level of public confidence in the Criminal Justice System, including increasing that of minority ethnic communities, and increasing year on year the satisfaction of victims and witnesses, while respecting the rights of defendants.</p>	<p><b>Improve the level of public confidence in the Criminal Justice System: met</b></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"> <li>• Baseline (BCS 2002-03): 39%</li> <li>• Target: (BCS 2005-06): a statistical significant increase</li> <li>• Annual outturn (BCS 2005-06): 44%</li> </ul> <p><b>Ethnic minority community confidence: met</b></p> <p>This is measured by questions in the BCS, which ask whether people from a black or minority ethnic background believe the CJS is effective in bringing people who commit crimes to justice.</p> <ul style="list-style-type: none"> <li>• Baseline (BCS 2002-03): 49%</li> <li>• Target: (BCS 2005-06): a statistical significant increase</li> <li>• Annual outturn (BCS 2005-06): 58%</li> </ul> <p><b>Increasing year on year the satisfaction of victims: not met</b></p> <p>This is measured using BCS questions on victim satisfaction with the CJS, together with questions on victim satisfaction with the police.</p> <ul style="list-style-type: none"> <li>• Baseline (BCS 2003-04): 59%</li> <li>• Target (BCS 2005-06): a statistical significant increase</li> <li>• Annual outturn (BCS 2005-06): 59%</li> </ul> <p><b>Witness satisfaction: not met</b></p> <p>This is measured using a BCS question on witness satisfaction with the police.</p> <ul style="list-style-type: none"> <li>• Baseline (BCS (six months to March 2004) 2003-04): 57%</li> <li>• Target (BCS 2005-06): a statistical significant increase</li> <li>• Annual outturn (BCS 2005-06): 59%</li> </ul> <p><b>Respecting the rights of defendants</b></p> <p>The rights of defendants are protected by law. We will investigate and take action if there is any evidence that the rights of defendants are not being respected or that public confidence in rights being respected is falling.</p>

Target	Assessment
<p><b>PSA5</b></p> <p>Protect the public and reduce reoffending by 5%:</p> <ul style="list-style-type: none"> <li>for young offenders; and</li> <li>for adults sentenced to imprisonment and adults sentenced to community sentences.</li> </ul> <p>Maintain the current low rate of prisoner escapes, including Category A escapes.</p>	<p>Reoffending is measured using the re-conviction rates. The target is to achieve a 5% reduction in the actual re-conviction rate compared with a predicted rate. This allows account to be taken for year-on-year variations in the profile of offenders such as their age, gender and criminal history as well as external factors. Re-conviction rates are calculated from a sample taken between January and March each year.</p> <p><b>Re-convictions for young offenders: slippage</b></p> <p>This is the percentage of those that, following release from secure training/custody and having received a reprimand/final warning/caution or any other court disposal, commit another offence within a year.<sup>39</sup></p> <p>This element of the target is achieved if the re-conviction rate for the fourth quarter of year ending March 2006 is at least 5% less than the predicted rate for that period.</p> <ul style="list-style-type: none"> <li>Baseline: 2000 (January–March 2000)</li> <li>Target (January–March 2006): 5%</li> <li>Latest outturn: (January–March 2004)</li> <li>Predicted rate: 41.9%</li> <li>Actual rate: 41.3%</li> <li>Outturn: 1.4%</li> </ul> <p><b>Re-convictions for adults: slippage</b></p> <p>This is the percentage of those that, following discharge from prison or starting a community sentence, are then convicted of another offence within two years.</p> <p>For the latest results we have changed the source data for this target from the Offenders Index to the Police National Computer as this is more accurate and provides a platform for the development of better measures in the future. Since 2001–02 we have greatly increased the work we are doing to reduce reoffending.</p>

<sup>39</sup> The method for calculating the baseline re-offending rates for the 2004 figure has changed. The new measure counts all those who commit a further offence within one year for which they are subsequently sanctioned, rather than, as before, only those who are sanctioned within the period. Because an offence will always precede a sanction, this means that the rates are higher than previously reported.

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<sup>39</sup> The method for calculating the baseline re-offending rates for the 2004 figure has changed. The new measure counts all those who commit a further offence within one year for which they are subsequently sanctioned, rather than, as before, only those who are sanctioned within the period. Because an offence will always precede a sanction, this means that the rates are higher than previously reported.

Assessment	Target
<p>This element of the target is achieved if the re-conviction rate for the fourth quarter of year ending March 2006 is at least 5% less than the predicted rate for that period.</p> <ul style="list-style-type: none"> <li>• Baseline: 2000 (January–March 2000)</li> <li>• Target (January–March 2006): 5%</li> <li>• Latest outturn: (January–March 2001)</li> <li>• Predicted rate: 58.6.7%</li> <li>• Actual rate: 58.5%</li> <li>• Outturn: 0.2%</li> </ul> <p><b>Escapes: ahead</b></p> <p>This element is met if the number of escapes as a proportion of the prison population does not exceed 0.17% and there are no Category A escapes.</p> <p>During 2004–05 the rate of escapes was 0.064% of the prison population, well within the PSA target of 0.17%. There have been no Category A escapes.</p> <ul style="list-style-type: none"> <li>• Target: less than 0.17%</li> <li>• Latest outturn (2004–05): 0.064%</li> <li>• There have been no Category A escapes</li> </ul>	<p><b>PSA6</b></p> <p>Reduce the harm caused by drugs by:</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• reducing drug-related crime, including as measured by the proportion of offenders testing positive at arrest.</li> </ul>
<p><b>Frequent drug use by vulnerable young people: on course</b></p> <p>Vulnerable young people are at greater risk of becoming problem drug users in later life. They include truants and excludées, young offenders and young people in care. We are using two surveys to measure this target: the Schools Survey (which focuses on truants and excludées) and the Offending, Crime and Justice Survey (which includes those who have ever been homeless, care leavers, truants and excludées, and young offenders).</p> <ul style="list-style-type: none"> <li>• Baseline (2001): 22.1%</li> <li>• Target: a reduction by 2007–08 (the Young People PSA target has rolled forward into the SR04 period)</li> <li>• Latest outturn (2004): 16.6%</li> </ul>	<p><b>PSA6</b></p> <p>Reduce the harm caused by drugs by:</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• reducing drug-related crime, including as measured by the proportion of offenders testing positive at arrest.</li> </ul>

Target	Assessment
<p><b>PSA6</b></p> <p>Reduce the harm caused by drugs by:</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• reducing drug-related crime, including as measured by the proportion of offenders testing positive at arrest.</li> </ul>	<p>This element of the target is achieved if the re-conviction rate for the fourth quarter of year ending March 2006 is at least 5% less than the predicted rate for that period.</p> <ul style="list-style-type: none"> <li>• Baseline: 2000 (January–March 2000)</li> <li>• Target (January–March 2006): 5%</li> <li>• Latest outturn: (January–March 2001)</li> <li>• Predicted rate: 58.6.7%</li> <li>• Actual rate: 58.5%</li> <li>• Outturn: 0.2%</li> </ul> <p><b>Escapes: ahead</b></p> <p>This element is met if the number of escapes as a proportion of the prison population does not exceed 0.17% and there are no Category A escapes.</p> <p>During 2004–05 the rate of escapes was 0.064% of the prison population, well within the PSA target of 0.17%. There have been no Category A escapes.</p> <ul style="list-style-type: none"> <li>• Target: less than 0.17%</li> <li>• Latest outturn (2004–05): 0.064%</li> <li>• There have been no Category A escapes</li> </ul>
<p><b>PSA6</b></p> <p>Reduce the harm caused by drugs by:</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• reducing drug-related crime, including as measured by the proportion of offenders testing positive at arrest.</li> </ul>	<p><b>Frequent drug use by vulnerable young people: on course</b></p> <p>Vulnerable young people are at greater risk of becoming problem drug users in later life. They include truants and excludées, young offenders and young people in care. We are using two surveys to measure this target: the Schools Survey (which focuses on truants and excludées) and the Offending, Crime and Justice Survey (which includes those who have ever been homeless, care leavers, truants and excludées, and young offenders).</p> <p><b>Schools Survey</b></p> <ul style="list-style-type: none"> <li>• Baseline (2001): 22.1%</li> <li>• Target: a reduction by 2007–08 (the Young People PSA target has rolled forward into the SR04 period)</li> <li>• Latest outturn (2004): 16.6%</li> </ul>

Target	Assessment
	<p><b>Offending, Crime and Justice Survey</b></p> <ul style="list-style-type: none"> <li>Baseline (2003): 32.3%</li> <li>Target: a reduction by 2007–08 (the Young People PSA target has rolled forward into the SR04 period)</li> <li>Latest outturn (2004): 34.7%<sup>40</sup></li> </ul> <p><b>Class A drug use amongst young people: on course</b></p> <ul style="list-style-type: none"> <li>Baseline (BCS 1998): 8.6%</li> <li>Target: a reduction by 2007–08 (the Young People PSA target has rolled forward into the SR04 period)</li> <li>Latest outturn (BCS 2004–05): 8.1%</li> </ul> <p><b>Frequent drug use by young people: on course</b></p> <ul style="list-style-type: none"> <li>Baseline (BCS 2002–03): 11.3%</li> <li>Target: a reduction by 2007–08 (the Young People PSA target has rolled forward into the SR04 period)</li> <li>Latest outturn (BCS 2004–05): 10.1%</li> </ul> <p><b>Class A drug use by vulnerable young people: on course</b></p> <p>The Schools Survey and the Offending, Crime and Justice Survey are also used to measure Class A drug use by vulnerable young people.</p> <p><b>Schools Survey</b></p> <ul style="list-style-type: none"> <li>Baseline (2001): 13.3%</li> <li>Target: a reduction by 2007–08 (the Young People PSA target has rolled forward into the SR04 period)</li> <li>Latest outturn (2004): 13.6%</li> </ul> <p><b>Offending, Crime and Justice Survey</b></p> <ul style="list-style-type: none"> <li>Baseline (2003): 23.2%</li> <li>Target: a reduction by 2007–08 (the Young People PSA target has rolled forward into the SR04 period)</li> <li>Latest outturn (2004): 26.6%<sup>40</sup></li> </ul>

<sup>40</sup> This figure is based on the entire 2004 Offending, Crime and Justice Survey sample, approximately two-thirds of whom had also been interviewed in 2003. The inclusion of people interviewed in both years results in an inflated estimate, which is not directly comparable with the baseline figure.

Assessment	Target
<p><b>Offending, Crime and Justice Survey</b></p> <ul style="list-style-type: none"> <li>Baseline (2003): 32.3%</li> <li>Target: a reduction by 2007–08 (the Young People PSA target has rolled forward into the SR04 period)</li> <li>Latest outturn (2004): 34.7%<sup>40</sup></li> </ul> <p><b>Class A drug use amongst young people: on course</b></p> <ul style="list-style-type: none"> <li>Baseline (BCS 1998): 8.6%</li> <li>Target: a reduction by 2007–08 (the Young People PSA target has rolled forward into the SR04 period)</li> <li>Latest outturn (BCS 2004–05): 8.1%</li> </ul> <p><b>Frequent drug use by young people: on course</b></p> <ul style="list-style-type: none"> <li>Baseline (BCS 2002–03): 11.3%</li> <li>Target: a reduction by 2007–08 (the Young People PSA target has rolled forward into the SR04 period)</li> <li>Latest outturn (BCS 2004–05): 10.1%</li> </ul> <p><b>Class A drug use by vulnerable young people: on course</b></p> <p>The Schools Survey and the Offending, Crime and Justice Survey are also used to measure Class A drug use by vulnerable young people.</p> <p><b>Schools Survey</b></p> <ul style="list-style-type: none"> <li>Baseline (2001): 13.3%</li> <li>Target: a reduction by 2007–08 (the Young People PSA target has rolled forward into the SR04 period)</li> <li>Latest outturn (2004): 13.6%</li> </ul> <p><b>Offending, Crime and Justice Survey</b></p> <ul style="list-style-type: none"> <li>Baseline (2003): 23.2%</li> <li>Target: a reduction by 2007–08 (the Young People PSA target has rolled forward into the SR04 period)</li> <li>Latest outturn (2004): 26.6%<sup>40</sup></li> </ul>	

<sup>40</sup> This figure is based on the entire 2004 Offending, Crime and Justice Survey sample, approximately two-thirds of whom had also been interviewed in 2003. The inclusion of people interviewed in both years results in an inflated estimate, which is not directly comparable with the baseline figure.

Assessment	Target
<p><b>Drug-using offenders/drug-related crime: on course</b></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>We are using numbers entering treatment via the Drug Interventions Programme as a proxy measure for success in engaging drug-misusing offenders.</p> <ul style="list-style-type: none"> <li>• Baseline: 384 per month in March 2004</li> <li>• Target: 1,000 per week by March 2008</li> <li>• Latest outturn: 2,507 per month in March 2006</li> </ul>	<p><b>PSA7</b></p> <p>Focus the asylum system on those genuinely fleeing persecution by taking speedy, high-quality decisions and reducing significantly unfounded asylum claims, including by:</p> <ul style="list-style-type: none"> <li>• fast turnaround of manifestly unfounded cases;</li> <li>• ensuring, by 2004, that 75% of substantive asylum applications are decided within two months; and that a proportion (to be determined), including final appeal, are decided within six months; and</li> </ul>
<p><b>Asylum applications – reducing unfounded asylum claims: met</b></p> <ul style="list-style-type: none"> <li>• Baseline (applications) (October 2002): 8,770</li> <li>• Target: halve by September 2003</li> <li>• Target outturn (September 2003): 4,270</li> </ul>	<p>Focus the asylum system on those genuinely fleeing persecution by taking speedy, high-quality decisions and reducing significantly unfounded asylum claims, including by:</p> <ul style="list-style-type: none"> <li>• fast turnaround of manifestly unfounded cases;</li> <li>• ensuring, by 2004, that 75% of substantive asylum applications are decided within two months; and that a proportion (to be determined), including final appeal, are decided within six months; and</li> </ul>

Target	Assessment
<p><b>PSA7</b></p> <p>Focus the asylum system on those genuinely fleeing persecution by taking speedy, high-quality decisions and reducing significantly unfounded asylum claims, including by:</p> <ul style="list-style-type: none"> <li>• fast turnaround of manifestly unfounded cases;</li> <li>• ensuring, by 2004, that 75% of substantive asylum applications are decided within two months; and that a proportion (to be determined), including final appeal, are decided within six months; and</li> </ul>	<p><b>Drug-using offenders/drug-related crime: on course</b></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>We are using numbers entering treatment via the Drug Interventions Programme as a proxy measure for success in engaging drug-misusing offenders.</p> <ul style="list-style-type: none"> <li>• Baseline: 384 per month in March 2004</li> <li>• Target: 1,000 per week by March 2008</li> <li>• Latest outturn: 2,507 per month in March 2006</li> </ul>
<p><b>PSA7</b></p> <p>Focus the asylum system on those genuinely fleeing persecution by taking speedy, high-quality decisions and reducing significantly unfounded asylum claims, including by:</p> <ul style="list-style-type: none"> <li>• fast turnaround of manifestly unfounded cases;</li> <li>• ensuring, by 2004, that 75% of substantive asylum applications are decided within two months; and that a proportion (to be determined), including final appeal, are decided within six months; and</li> </ul>	<p><b>Asylum applications – reducing unfounded asylum claims: met</b></p> <ul style="list-style-type: none"> <li>• Baseline (applications) (October 2002): 8,770</li> <li>• Target: halve by September 2003</li> <li>• Target outturn (September 2003): 4,270</li> </ul>

Target	Assessment
<ul style="list-style-type: none"> <li>enforcing the immigration laws more effectively by removing a greater proportion of failed asylum seekers.</li> </ul>	<p><b>Quality of decisions: on course</b></p> <p>The target is the same for both internal and external assessments.</p> <ul style="list-style-type: none"> <li>Target (2003–04): 80% – achieved</li> <li>Target (2005–06): 85%</li> <li>Annual outturn (2004–05):                             <ul style="list-style-type: none"> <li>internal: 88%</li> <li>external: 84%</li> </ul> </li> </ul> <p><b>Turnaround of manifestly unfounded cases: slippage</b></p> <p>The target was modified in July 2005 following expansion of the countries listed in the Nationality, Immigration and Asylum Act 2002 beyond the first ten.</p> <p>The target is now to remove 75% of detained non-suspensive appeal cases, certified as clearly unfounded and detained throughout the process, within 28 days.</p> <ul style="list-style-type: none"> <li>Target (2005–06): 75%</li> <li>Annual outturn (2004–05): 70%</li> </ul> <p><b>Number of substantive asylum applications decided within two months: achieved</b></p> <ul style="list-style-type: none"> <li>Target (2003–04): 75%</li> <li>Target outturn (2003–04): 81%</li> <li>Latest update (2004–05): 80%</li> </ul> <p><b>Final appeal being decided within six months: on course</b></p> <ul style="list-style-type: none"> <li>Target (2003–04): 60%</li> <li>Outturn (2003–04): 63%</li> <li>Target (2004–05): 65%</li> <li>Outturn (2004–05): 67%</li> <li>Target (2005–06): 75%</li> </ul> <p><b>Proportion of failed asylum seekers removed: ahead</b></p> <ul style="list-style-type: none"> <li>Baseline (2002–03): 21%</li> <li>Target: remove greater proportion in 2005–06</li> <li>Annual outturn (2004–05): 27%</li> </ul>

Assessment	Target
<p><b>Quality of decisions: on course</b></p> <p>The target is the same for both internal and external assessments.</p> <ul style="list-style-type: none"> <li>Target (2003–04): 80% – achieved</li> <li>Target (2005–06): 85%</li> <li>Annual outturn (2004–05):                             <ul style="list-style-type: none"> <li>internal: 88%</li> <li>external: 84%</li> </ul> </li> </ul> <p><b>Turnaround of manifestly unfounded cases: slippage</b></p> <p>The target was modified in July 2005 following expansion of the countries listed in the Nationality, Immigration and Asylum Act 2002 beyond the first ten.</p> <p>The target is now to remove 75% of detained non-suspensive appeal cases, certified as clearly unfounded and detained throughout the process, within 28 days.</p> <ul style="list-style-type: none"> <li>Target (2005–06): 75%</li> <li>Annual outturn (2004–05): 70%</li> </ul> <p><b>Number of substantive asylum applications decided within two months: achieved</b></p> <ul style="list-style-type: none"> <li>Target (2003–04): 75%</li> <li>Target outturn (2003–04): 81%</li> <li>Latest update (2004–05): 80%</li> </ul> <p><b>Final appeal being decided within six months: on course</b></p> <ul style="list-style-type: none"> <li>Target (2003–04): 60%</li> <li>Outturn (2003–04): 63%</li> <li>Target (2004–05): 65%</li> <li>Outturn (2004–05): 67%</li> <li>Target (2005–06): 75%</li> </ul> <p><b>Proportion of failed asylum seekers removed: ahead</b></p> <ul style="list-style-type: none"> <li>Baseline (2002–03): 21%</li> <li>Target: remove greater proportion in 2005–06</li> <li>Annual outturn (2004–05): 27%</li> </ul>	<ul style="list-style-type: none"> <li>enforcing the immigration laws more effectively by removing a greater proportion of failed asylum seekers.</li> </ul>



Assessment	Target
<p><b>Community participation: ahead</b></p> <p>The source of information is the Home Office Citizenship Survey (HOCs), a biennial survey (a representative sample of 10,000 and a minority ethnic boost sample of 5,000 people aged 16 and over). The measure is the proportion who participate at least once a month in any of three core activities – civic participation, informal volunteering and formal volunteering.</p> <p>Civic participation is defined as engaging in at least one of nine activities, including signing a petition or contacting a public official of a local council. Informal volunteering is defined as giving unpaid help as an individual to others who are not members of the family, such as giving advice to someone or looking after a property or a pet for someone who is away. Formal volunteering is defined as giving unpaid help through groups, clubs or organisations to benefit other people or the environment.</p> <ul style="list-style-type: none"> <li>• Baseline (2001): 18,633,108</li> <li>• Target (2005): 19,564,763 (5% increase)</li> <li>• Latest outturn (2003): 20,312,107</li> </ul> <p><b>Contribution of the voluntary and community sector to the delivery of public services: on course</b></p> <p>The main source of information is the State of the Sector Panel, a panel of 3,600 voluntary and community organisations, reflective of the diversity of the voluntary and community sector. Measures include the median number of full-time equivalent employees, the median number of volunteers and median amount of total income from government, equally weighted and expressed as an index.</p> <ul style="list-style-type: none"> <li>• Baseline (2002–2003): 100</li> <li>• Latest outturn (2003–04): 101</li> </ul>	<p><b>PSA8</b></p> <p>Increase voluntary and community sector activity, including increasing community participation, by 5% by 2006.</p>

Target	Assessment
<p><b>PSA8</b></p> <p>Increase voluntary and community sector activity, including increasing community participation, by 5% by 2006.</p>	<p><b>Community participation: ahead</b></p> <p>The source of information is the Home Office Citizenship Survey (HOCs), a biennial survey (a representative sample of 10,000 and a minority ethnic boost sample of 5,000 people aged 16 and over). The measure is the proportion who participate at least once a month in any of three core activities – civic participation, informal volunteering and formal volunteering.</p> <p>Civic participation is defined as engaging in at least one of nine activities, including signing a petition or contacting a public official of a local council. Informal volunteering is defined as giving unpaid help as an individual to others who are not members of the family, such as giving advice to someone or looking after a property or a pet for someone who is away. Formal volunteering is defined as giving unpaid help through groups, clubs or organisations to benefit other people or the environment.</p> <ul style="list-style-type: none"> <li>• Baseline (2001): 18,633,108</li> <li>• Target (2005): 19,564,763 (5% increase)</li> <li>• Latest outturn (2003): 20,312,107</li> </ul> <p><b>Contribution of the voluntary and community sector to the delivery of public services: on course</b></p> <p>The main source of information is the State of the Sector Panel, a panel of 3,600 voluntary and community organisations, reflective of the diversity of the voluntary and community sector. Measures include the median number of full-time equivalent employees, the median number of volunteers and median amount of total income from government, equally weighted and expressed as an index.</p> <ul style="list-style-type: none"> <li>• Baseline (2002–2003): 100</li> <li>• Latest outturn (2003–04): 101</li> </ul>

Target	Assessment
<p><b>PSA9</b></p> <p>Bring about measurable improvements in race equality and community cohesion across a range of performance indicators, as part of the Government's objectives on equality and social inclusion.</p>	<p>To achieve this PSA at least three of the following four elements must be achieved:</p> <p><b>1. Confidence in public services: not met</b></p> <p>This is measured using the HOCS as the percentage of people from BME communities who feel that one or more of the key public services would treat them worse than people of other races.</p> <ul style="list-style-type: none"> <li>• Baseline (HOCS 2001): 38%</li> <li>• Target (HOCS 2005): 36%</li> <li>• Final outturn (HOCS 2005): 37%</li> </ul> <p>This target was rolled forward in SR04.</p> <p><b>2. Community cohesion: probably met</b></p> <p>This is measured as the proportion of people who feel that their local area is a place where people from different backgrounds can get on well together. It is measured using the local area boost of the HOCS which covers 20 local areas.</p> <ul style="list-style-type: none"> <li>• Baseline (HOCS 2003): the figures for the 20 areas ranged from 43% to 91%</li> <li>• Target: an increase in most of the areas</li> <li>• Final outturn (HOCS 2005): cohesion increased in 11 of the 20 areas (the figures for the 20 areas ranged from 49% to 94%)</li> </ul> <p>The survey data showed:</p> <ul style="list-style-type: none"> <li>• cohesion increased in 11 of the 20 areas at the 80% level of statistical significance; and</li> <li>• at the 95% level of statistical significance the average level of cohesion in the 20 areas increased from 75% to 78%; cohesion increased in 9 of the 20 areas, and decreased in only one area.</li> </ul>

Assessment	Target
<p>To achieve this PSA at least three of the following four elements must be achieved:</p> <p><b>1. Confidence in public services: not met</b></p> <p>This is measured using the HOCS as the percentage of people from BME communities who feel that one or more of the key public services would treat them worse than people of other races.</p> <ul style="list-style-type: none"> <li>• Baseline (HOCS 2001): 38%</li> <li>• Target (HOCS 2005): 36%</li> <li>• Final outturn (HOCS 2005): 37%</li> </ul> <p>This target was rolled forward in SR04.</p> <p><b>2. Community cohesion: probably met</b></p> <p>This is measured as the proportion of people who feel that their local area is a place where people from different backgrounds can get on well together. It is measured using the local area boost of the HOCS which covers 20 local areas.</p> <ul style="list-style-type: none"> <li>• Baseline (HOCS 2003): the figures for the 20 areas ranged from 43% to 91%</li> <li>• Target: an increase in most of the areas</li> <li>• Final outturn (HOCS 2005): cohesion increased in 11 of the 20 areas (the figures for the 20 areas ranged from 49% to 94%)</li> </ul> <p>The survey data showed:</p> <ul style="list-style-type: none"> <li>• cohesion increased in 11 of the 20 areas at the 80% level of statistical significance; and</li> <li>• at the 95% level of statistical significance the average level of cohesion in the 20 areas increased from 75% to 78%; cohesion increased in 9 of the 20 areas, and decreased in only one area.</li> </ul>	<p><b>PSA9</b></p> <p>Bring about measurable improvements in race equality and community cohesion across a range of performance indicators, as part of the Government's objectives on equality and social inclusion.</p>

Assessment	Target
<p><b>3. Race employment targets</b></p> <p><b>Police: slippage</b></p> <ul style="list-style-type: none"> <li>• Baseline (1999): 3% overall, 2% officers</li> <li>• Target (2004): 4.6% overall, 4% officers</li> <li>• Target (2009): 4.6% overall, 4% officers</li> <li>• Latest outturn (2004-05): 4.6% overall, 3.5% officers</li> </ul> <p><b>Immigration Service: ahead</b></p> <ul style="list-style-type: none"> <li>• Baseline (1999): 7%</li> <li>• Target (2004): 7%</li> <li>• Target (2009): 7% national</li> <li>• Latest outturn (2003-04): 25.9%</li> </ul> <p><b>Probation Service: ahead</b></p> <ul style="list-style-type: none"> <li>• Baseline (1999): 8.3%</li> <li>• Target (2004): 8.3%</li> <li>• Target (2009): 8.3%</li> <li>• Latest outturn (2003-04): 10.5%</li> </ul> <p><b>Prison Service: ahead</b></p> <ul style="list-style-type: none"> <li>• Baseline (1999): 3.2%</li> <li>• Target (2004): 4.9%</li> <li>• Target (2009): 7% national</li> <li>• Latest outturn (2003-04): 5.4%</li> </ul> <p><b>Home Office: ahead</b></p> <ul style="list-style-type: none"> <li>• Baseline (1999): 20%</li> <li>• Target (2004): 25%</li> <li>• Target (2009): 25% London and Croydon</li> <li>• Latest outturn (2003-04): 36.3%</li> </ul> <p><b>4. Policy appraisal: on course</b></p> <p>This is measured as the number of government departments conducting Race Equality Impact Assessments.</p> <ul style="list-style-type: none"> <li>• Baseline (2003-04): 11 departments</li> <li>• Target (2005-06): to increase</li> <li>• Latest outturn (2004-05): 14 departments</li> </ul>	<p><b>3. Race employment targets</b></p> <p><b>Police: slippage</b></p> <ul style="list-style-type: none"> <li>• Baseline (1999): 3% overall, 2% officers</li> <li>• Target (2004): 4.6% overall, 4% officers</li> <li>• Target (2009): 7% national</li> <li>• Latest outturn (2004-05): 4.6% overall, 3.5% officers</li> </ul> <p><b>Immigration Service: ahead</b></p> <ul style="list-style-type: none"> <li>• Baseline (1999): 7%</li> <li>• Target (2004): 7%</li> <li>• Target (2009): 7% national</li> <li>• Latest outturn (2003-04): 25.9%</li> </ul> <p><b>Probation Service: ahead</b></p> <ul style="list-style-type: none"> <li>• Baseline (1999): 8.3%</li> <li>• Target (2004): 8.3%</li> <li>• Target (2009): 8.3%</li> <li>• Latest outturn (2003-04): 10.5%</li> </ul> <p><b>Prison Service: ahead</b></p> <ul style="list-style-type: none"> <li>• Baseline (1999): 3.2%</li> <li>• Target (2004): 4.9%</li> <li>• Target (2009): 7% national</li> <li>• Latest outturn (2003-04): 5.4%</li> </ul> <p><b>Home Office: ahead</b></p> <ul style="list-style-type: none"> <li>• Baseline (1999): 20%</li> <li>• Target (2004): 25%</li> <li>• Target (2009): 25% London and Croydon</li> <li>• Latest outturn (2003-04): 36.3%</li> </ul> <p><b>4. Policy appraisal: on course</b></p> <p>This is measured as the number of government departments conducting Race Equality Impact Assessments.</p> <ul style="list-style-type: none"> <li>• Baseline (2003-04): 11 departments</li> <li>• Target (2005-06): to increase</li> <li>• Latest outturn (2004-05): 14 departments</li> </ul>

Target	Assessment
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Target	Assessment
<p><b>PSA10</b></p> <p>Increase value for money from the Criminal Justice System, and the rest of the Home Office, by 3%; and ensure annual efficiency gains by the police of at least 2%.</p>	<p><b>Value for Money: met</b></p> <p>The Home Office contribution to the target is met if by March 2006 there is an improvement in value for money of at least 3% of its expenditure compared with 2002-03 (excluding grants to the police).</p> <ul style="list-style-type: none"> <li>• Baseline: 2002-03 expenditure</li> <li>• Outturn: final outturn based on 2005-06 expenditure</li> <li>• Latest outturn: (met early). 2005-06 outturn was <b>£1,584</b> million; the target was to deliver improvements worth at least <b>£1,200</b> million per annum</li> </ul> <p><b>Police Service: met</b></p> <p>The Police Service's contribution to the target is met if there are efficiency gains equivalent to 2% of police net revenue expenditure in each of the years 2003-04 through to 2005-06.</p> <ul style="list-style-type: none"> <li>• Baseline: expenditure in each year</li> <li>• Latest outturn: (gains in 2005-06) – target element achieved; police forces forecast to achieve gains worth <b>£692</b> million per annum of which <b>£295</b> million cashable.</li> </ul>

### Spending Review 2000 target assessment

Target	Assessment
<p><b>SR2000: PSA 10</b></p> <p>Reduce the rate of reconvictions for: of all offenders punished by imprisonment or by community supervision by 5% by 2004 compared to the predicted rate; and of all young offenders by 5% by 2004 compared to the predicted rate.</p>	<p><b>Young offenders 5% reduction: not met</b></p> <ul style="list-style-type: none"> <li>• Baseline: 1997</li> <li>• Target 2004: 5%</li> <li>• Latest outturn: January-March 2004</li> <li>• Predicted rate: 41.9%</li> <li>• Actual rate: 41.3%</li> <li>• Outturn: 1.4%</li> </ul> <p><b>Adults 5% reduction: slippage</b></p> <ul style="list-style-type: none"> <li>• Baseline: 1997</li> <li>• Target 2004: 5%</li> <li>• Latest outturn: January-March 2001</li> <li>• Predicted rate: 58.6%</li> <li>• Actual rate: 58.5%</li> <li>• Outturn: 0.2%</li> </ul> <p>Latest outturn for adult reconvictions will be published later in the year.</p>

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### British Crime Survey

The BCS is used for a number of crime targets (SR04 PSA1, PSA2 and SR02 PSA1, PSA4). The BCS is used in preference over recorded crime as it provides a better reflection of the true extent of crime because it includes crimes that are not reported to the police. The BCS count also gives a better indication of crime over time because it is unaffected by changes in levels of reporting to the police and police recording practices.

### 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 found between, for example, two population sub-groups (such as males and females) 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% 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% 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% of cases.

### Technical notes

The technical notes to the Home Office PSA targets are available at:  
[www.homeoffice.gov.uk/documents/psa-technical-note-SR04-jul05?version=1](http://www.homeoffice.gov.uk/documents/psa-technical-note-SR04-jul05?version=1)

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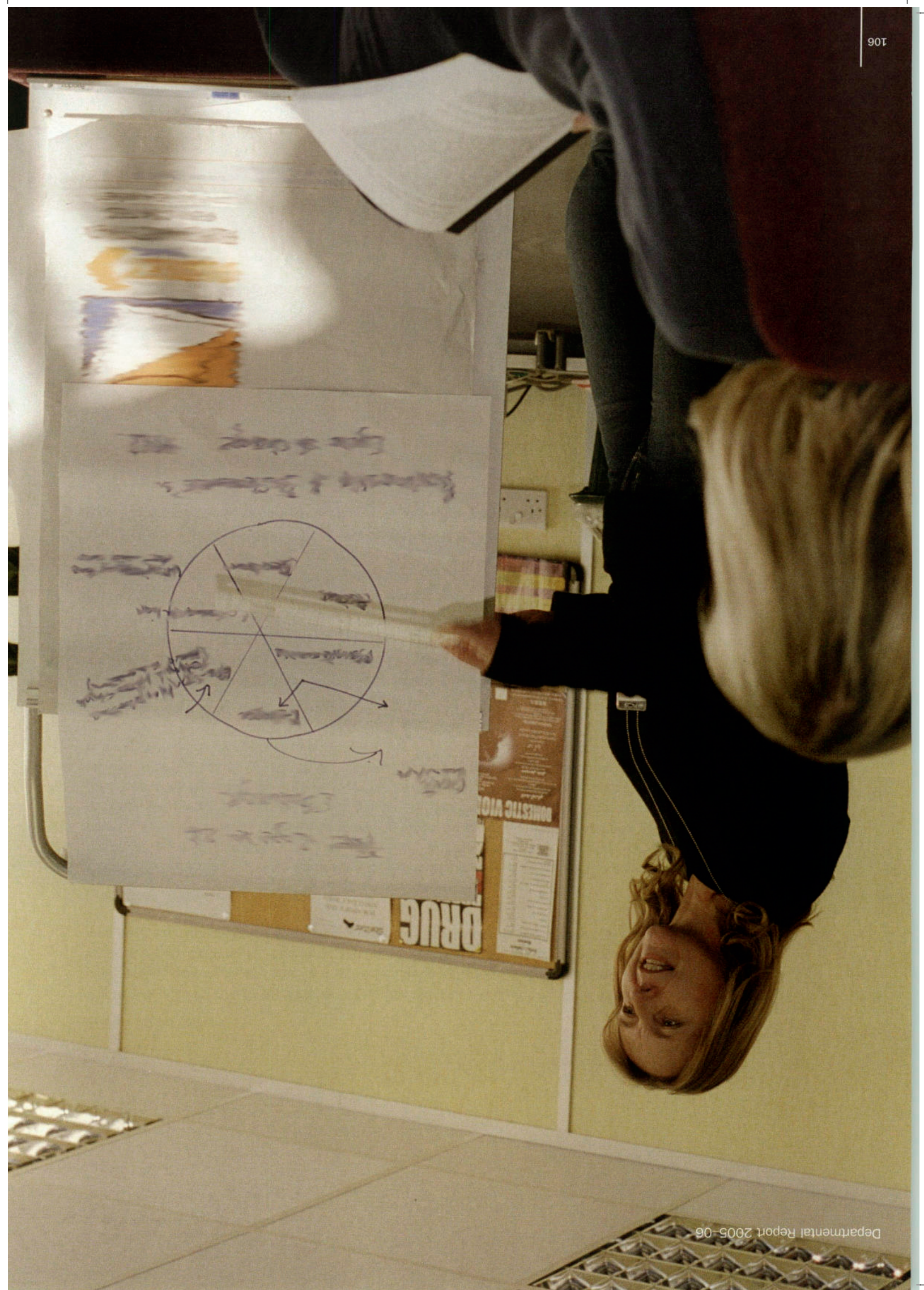
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**Section 4**  
Finance and staffing

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This section sets out how the Department was financed and staffed to deliver its objectives.

The tables are intended to be clear and understandable and to focus on the delivery of objectives and functions rather than control frameworks. The more technical budgetary material is presented in Supplementary Budgetary Information which accompanies the Home Office Main Estimate. The finance tables are denominated in £'000 unless otherwise specified.

**Table 4.1** provides a summary of all general government public spending in the areas of Home Office responsibility. It shows the resource and capital budget spending by Home Office Strategic Objective.

It additionally shows the local authority spending on functions relevant to the Home Office in England and Wales and expenditure by the Home Office and police authorities on policing activities.

**Tables 4.2** and **4.3** provide a fuller breakdown of the resource and capital spending plans shown in Table 4.1. They set out activities the Department spends money on to provide functional breakdown of spending, grouped by Strategic Objective.

**Table 4.4** sets out the capital employed across the Home Office Departmental Group. It includes that employed by agencies and non-departmental public bodies (NDBPs) but excludes that of bodies such as police authorities, whose accounts are not consolidated within those of the Department.

**Table 4.5** shows the administration costs for the Home Office. Administration costs exclude front-line activities such as prison establishments and immigration work at ports and associated casework to provide a clearer picture of headquarters and back-office activities.

**Tables 4.6, 4.7** and **4.8** attribute spend across geographical regions. Most expenditure is not planned or allocated on a regional basis, and these tables therefore show the regional outcome of spend, based on that published in *Public Expenditure Statistical Analyses 2006 (PESA)*. It is a subset of total Home Office spend: identifiable expenditure on services which is capable of being analysed as being for the benefit of individual regions. The functional categories used in Table 4.8 are the standard United Nations Classifications of the Functions of Government categories, rather than the Home Office Strategic Objectives and functions reported in the previous tables.

**Table 4.9** provides an analysis of Senior Civil Service numbers by payband. **Tables 4.10** and **4.11** provide an analysis of Home Office total staffing, including the operations of the Prison Service and Immigration and Nationality Directorate.

### Public appointments

A Home Office sponsor is established for each public body for which we are responsible, to take forward recruitment campaigns and appointments when vacancies arise. All appointments are agreed by Ministers in accordance with the Office for Public Appointments Code.

Details of public appointments made in 2005 to NDPBs and other public bodies for which the Home Office has responsibility are provided by weblink to the Home Office Public Appointments Plan.<sup>41</sup> The details given are the name of the appointee, length of service, full time/part time and remuneration.

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<sup>41</sup> www.homeoffice.gov.uk/documents/public-apps-plan



It should be noted that the Department's plans build in an assumption of £100 million resource End Year Flexibility (EYF) in 2006–07 and £150 million in 2007–08, accrued from under-spends in 2004–05 and previously. This, and any capital EYF, are not reflected in the Estimate figures as EYF is drawn down in the course of the year once figures are finalised. The finance figures in the tables reflect those in the HM Treasury database as at February 2006.

#### Commentary on financial tables

Our strategic objectives embrace almost all of the Department's spending, including priorities and commitments not directly linked to particular targets. In order to give a clear and objective picture, our main functions (policing, corrections, etc.) are brigaded under the strategic objective to which they primarily contribute, for example:

- Strategic Objective I: the police are central to delivery of this objective and its underpinning crime reduction and public reassurance Public Service Agreement (PSA) targets and of the policing PSA standard. Resourcing provided by the Home Office for the police will rise to just under £5.5 billion in 2006–07 and to £5.8 billion in 2007–08; in 2006–07 total policing grants and other central provision will rise by 6% to some £10.7 billion.
- Strategic Objective II: key priorities include delivery of public protection and reduced reoffending. This is reflected in increased funding for the National Probation Service. Other funding for increased capacity is accounted for under Correctional Services and will be allocated to the front-line services as required.
- Strategic Objective IV: spending reflects progress against our asylum PSA target, particularly in achieving the 'Tipping Point' of more removals of failed asylum seekers than the number of new anticipated asylum applications. The Identity and Passport Service (IPS) budget includes funding for the Identity Cards programme as set out in the IPS Corporate and Business Plan.

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Table 4.4: Home Office capital employed

£'000	2000-01 Outturn	2001-02 Outturn	2002-03 Outturn	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated outturn	2006-07 Plans	2007-08 Plans
<b>Assets on balance sheet at start of year:</b>								
<b>Fixed assets</b>								
<b>Intangible</b>	0	40,359	64,863	37,077	11,175	11,175	11,175	11,175
<b>Tangible</b>	5,332,886	5,695,148	5,665,534	6,347,903	6,555,141	7,032,587	7,705,517	8,716,285
of which:								
Land and buildings	5,193,231	5,541,835	5,468,574	6,139,907	6,338,486	6,843,647	7,478,776	8,393,157
Plant and machinery	117,527	126,344	154,920	130,950	133,543	129,590	156,977	220,938
Vehicles	14,352	16,081	5,909	7,466	6,338	5,723	6,941	8,772
Computers	7,776	10,888	36,131	69,580	76,774	53,626	62,823	93,418
<b>Investments</b>	61,827	40,035	40,306	37,241	35,282	35,282	35,282	35,282
Current assets	469,552	280,793	506,495	520,803	489,569	501,148	513,005	525,146
Creditors (< 1 year)	-777,442	-723,144	-1,105,166	-912,786	-1,132,220	-1,221,365	-1,274,044	-1,336,576
Creditors (> 1 year)	-238,054	-297,354	-287,981	-284,531	-381,941	-412,013	-429,784	-450,878
<b>Provisions</b>	-74,364	-78,979	-590,073	-484,249	-471,666	-486,259	-501,316	-516,853
<b>Capital employed within main Department</b>	4,774,405	4,956,858	4,293,978	5,261,458	5,105,340	5,460,555	6,059,836	6,983,582
NDPB net assets	99,788	-180,317	-72,463	-4,889	301,799	355,190	489,105	577,089
Public corporation net assets	-3,703	0	0	0	0	0	0	0
<b>Total capital employed in Departmental Group</b>	4,870,490	4,776,541	4,221,515	5,256,569	5,407,139	5,815,745	6,548,941	7,560,670

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Table 4.4: Home Office capital employed

Table 4.5: Home Office administration costs

£'000	2000-01 Outturn	2001-02 Outturn	2002-03 Outturn	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated outturn	2006-07 Plans	2007-08 Plans
<b>Summary</b>								
<b>Gross administration costs</b>								
Paybill	235,945	323,689	322,593	411,289	401,267	423,379	439,011	430,260
Other	390,718	583,046	504,967	476,318	490,252	539,078	640,565	620,832
<b>Total gross administration costs</b>	<b>626,663</b>	<b>906,735</b>	<b>827,560</b>	<b>887,607</b>	<b>891,519</b>	<b>962,450</b>	<b>1,079,576</b>	<b>1,051,092</b>
Related administration cost receipts	-131,557	-157,221	-193,439	-263,418	-324,825	-374,496	-489,388	-460,904
<b>Total administration cost</b>	<b>495,106</b>	<b>749,514</b>	<b>634,121</b>	<b>624,189</b>	<b>566,694</b>	<b>587,861</b>	<b>590,188</b>	<b>590,188</b>
<b>Analysis by activity:</b>								
People are and feel more secure in their homes and daily lives	114,444	296,706	99,828	106,443	57,921	80,930	55,220	56,254
More offenders are caught, punished and stop offending and victims are better supported	169,956	176,369	193,673	195,021	169,798	178,299	182,614	181,055
Fewer people's lives are ruined by drugs and alcohol	0	0	14,851	15,664	12,827	9,048	17,084	16,470
Migration is managed to the benefit of the UK while preventing abuse of the immigration laws and of the asylum system	80,273	97,737	104,056	108,095	103,934	112,000	119,906	119,906
Citizens, communities and the voluntary sector are more fully engaged in tackling social problems and there is more equality of opportunity and respect for people of all races and religions	11,306	8,551	10,325	12,190	13,250	13,584	12,269	12,269
Central services	119,127	170,151	211,388	186,776	208,964	194,000	203,095	204,234
<b>Total administration cost</b>	<b>495,106</b>	<b>749,514</b>	<b>634,121</b>	<b>624,189</b>	<b>566,694</b>	<b>587,861</b>	<b>590,188</b>	<b>590,188</b>

£'000	2000-01 Outturn	2001-02 Outturn	2002-03 Outturn	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated outturn	2006-07 Plans	2007-08 Plans
<b>Summary</b>								
<b>Gross administration costs</b>								
Paybill	235,945	323,689	322,593	411,289	401,267	423,379	439,011	430,260
Other	390,718	583,046	504,967	476,318	490,252	539,078	640,565	620,832
<b>Total gross administration costs</b>	<b>626,663</b>	<b>906,735</b>	<b>827,560</b>	<b>887,607</b>	<b>891,519</b>	<b>962,450</b>	<b>1,079,576</b>	<b>1,051,092</b>
Related administration cost receipts	-131,557	-157,221	-193,439	-263,418	-324,825	-374,496	-489,388	-460,904
<b>Total administration cost</b>	<b>495,106</b>	<b>749,514</b>	<b>634,121</b>	<b>624,189</b>	<b>566,694</b>	<b>587,861</b>	<b>590,188</b>	<b>590,188</b>
<b>Analysis by activity:</b>								
People are and feel more secure in their homes and daily lives	114,444	296,706	99,828	106,443	57,921	80,930	55,220	56,254
More offenders are caught, punished and stop offending and victims are better supported	169,956	176,369	193,673	195,021	169,798	178,299	182,614	181,055
Fewer people's lives are ruined by drugs and alcohol	0	0	14,851	15,664	12,827	9,048	17,084	16,470
Migration is managed to the benefit of the UK while preventing abuse of the immigration laws and of the asylum system	80,273	97,737	104,056	108,095	103,934	112,000	119,906	119,906
Citizens, communities and the voluntary sector are more fully engaged in tackling social problems and there is more equality of opportunity and respect for people of all races and religions	11,306	8,551	10,325	12,190	13,250	13,584	12,269	12,269
Central services	119,127	170,151	211,388	186,776	208,964	194,000	203,095	204,234
<b>Total administration cost</b>	<b>495,106</b>	<b>749,514</b>	<b>634,121</b>	<b>624,189</b>	<b>566,694</b>	<b>587,861</b>	<b>590,188</b>	<b>590,188</b>

Table 4.5: Home Office administration costs

Table 4.6: Home Office identifiable expenditure on services, by country and region

£'M	2000-01 Outturn	2001-02 Outturn	2002-03 Outturn	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated outturn	2006-07 Plans	2007-08 Plans
North East	71.2	146.5	252.6	165.8	208.7	201.5	209.5	217.1
North West	151.9	351.0	632.3	428.5	519.0	520.7	541.8	561.3
Yorkshire and Humberside	95.3	240.9	423.3	281.2	350.0	342.1	356.1	369.6
East Midlands	59.5	167.1	316.7	203.0	246.9	239.5	250.4	260.9
West Midlands	84.0	212.4	393.5	258.0	347.1	345.1	359.8	374.5
Eastern	49.2	148.8	328.6	201.8	272.4	265.2	280.6	293.9
London	248.6	474.9	1,034.3	632.4	740.2	795.1	836.6	880.6
South East	77.2	239.9	495.5	297.9	405.0	388.2	410.1	430.0
South West	57.4	151.7	319.5	201.8	267.1	260.6	274.2	286.5
<b>Total England</b>	<b>894.4</b>	<b>2,133.2</b>	<b>4,196.3</b>	<b>2,670.4</b>	<b>3,356.4</b>	<b>3,357.9</b>	<b>3,519.0</b>	<b>3,674.5</b>
Scotland	0.0	0.4	0.0	0.3	0.0	0.3	0.0	0.0
Wales	37.3	124.3	231.9	152.2	182.2	187.1	200.6	207.9
Northern Ireland	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total UK identifiable expenditure</b>	<b>931.7</b>	<b>2,257.9</b>	<b>4,428.1</b>	<b>2,822.9</b>	<b>3,538.6</b>	<b>3,545.3</b>	<b>3,719.6</b>	<b>3,882.4</b>
Outside UK	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total identifiable expenditure</b>	<b>931.7</b>	<b>2,257.9</b>	<b>4,428.1</b>	<b>2,822.9</b>	<b>3,538.6</b>	<b>3,545.3</b>	<b>3,719.6</b>	<b>3,882.4</b>
Non-identifiable expenditure	3,464.6	3,941.1	4,125.6	4,666.1	4,224.1	4,882.5	4,988.0	5,344.8
<b>Total expenditure on services</b>	<b>4,396.3</b>	<b>6,199.0</b>	<b>8,553.7</b>	<b>7,489.0</b>	<b>7,762.8</b>	<b>8,427.8</b>	<b>8,707.6</b>	<b>9,227.2</b>

£'M	2000-01 Outturn	2001-02 Outturn	2002-03 Outturn	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated outturn	2006-07 Plans	2007-08 Plans
North East	71.2	146.5	252.6	165.8	208.7	201.5	209.5	217.1
North West	151.9	351.0	632.3	428.5	519.0	520.7	541.8	561.3
Yorkshire and Humberside	95.3	240.9	423.3	281.2	350.0	342.1	356.1	369.6
East Midlands	59.5	167.1	316.7	203.0	246.9	239.5	250.4	260.9
West Midlands	84.0	212.4	393.5	258.0	347.1	345.1	359.8	374.5
Eastern	49.2	148.8	328.6	201.8	272.4	265.2	280.6	293.9
London	248.6	474.9	1,034.3	632.4	740.2	795.1	836.6	880.6
South East	77.2	239.9	495.5	297.9	405.0	388.2	410.1	430.0
South West	57.4	151.7	319.5	201.8	267.1	260.6	274.2	286.5
<b>Total England</b>	<b>894.4</b>	<b>2,133.2</b>	<b>4,196.3</b>	<b>2,670.4</b>	<b>3,356.4</b>	<b>3,357.9</b>	<b>3,519.0</b>	<b>3,674.5</b>
Scotland	0.0	0.4	0.0	0.3	0.0	0.3	0.0	0.0
Wales	37.3	124.3	231.9	152.2	182.2	187.1	200.6	207.9
Northern Ireland	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total UK identifiable expenditure</b>	<b>931.7</b>	<b>2,257.9</b>	<b>4,428.1</b>	<b>2,822.9</b>	<b>3,538.6</b>	<b>3,545.3</b>	<b>3,719.6</b>	<b>3,882.4</b>
Outside UK	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total identifiable expenditure</b>	<b>931.7</b>	<b>2,257.9</b>	<b>4,428.1</b>	<b>2,822.9</b>	<b>3,538.6</b>	<b>3,545.3</b>	<b>3,719.6</b>	<b>3,882.4</b>
Non-identifiable expenditure	3,464.6	3,941.1	4,125.6	4,666.1	4,224.1	4,882.5	4,988.0	5,344.8
<b>Total expenditure on services</b>	<b>4,396.3</b>	<b>6,199.0</b>	<b>8,553.7</b>	<b>7,489.0</b>	<b>7,762.8</b>	<b>8,427.8</b>	<b>8,707.6</b>	<b>9,227.2</b>

Table 4.6: Home Office identifiable expenditure on services, by country and region

Table 4.7: Home Office identifiable expenditure on services, by country and region, £ per head

£ per head	2000-01 Outturn	2001-02 Outturn	2002-03 Outturn	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated outturn	2006-07 Plans	2007-08 Plans
North East	28.0	57.7	99.5	65.3	82.0	79.6	82.8	85.9
North West	22.4	51.8	93.2	63.0	76.0	76.3	79.3	82.1
Yorkshire and Humberside	19.2	48.4	84.8	56.1	69.5	67.9	70.5	73.0
East Midlands	14.3	39.9	75.0	47.7	57.7	55.7	58.0	60.1
West Midlands	15.9	40.2	74.2	48.5	65.1	64.6	67.2	69.8
Eastern	9.1	27.5	60.6	36.9	49.6	47.9	50.4	52.4
London	34.4	64.9	140.3	85.6	99.6	106.4	111.2	116.4
South East	9.7	29.9	61.6	36.9	49.9	47.5	49.9	52.1
South West	11.7	30.7	64.3	40.4	53.0	51.5	53.8	55.8
<b>Total England</b>	<b>18.2</b>	<b>43.1</b>	<b>84.5</b>	<b>53.6</b>	<b>67.0</b>	<b>66.8</b>	<b>69.7</b>	<b>72.5</b>
Scotland	0.0	0.1	0.0	0.1	0.0	0.1	0.0	0.0
Wales	12.8	42.7	79.3	51.8	61.7	63.0	67.3	69.6
Northern Ireland	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total UK identifiable expenditure</b>	<b>15.8</b>	<b>38.2</b>	<b>74.6</b>	<b>47.4</b>	<b>59.1</b>	<b>59.1</b>	<b>61.7</b>	<b>64.2</b>

£ per head	2000-01 Outturn	2001-02 Outturn	2002-03 Outturn	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated outturn	2006-07 Plans	2007-08 Plans
North East	28.0	57.7	99.5	65.3	82.0	79.6	82.8	85.9
North West	22.4	51.8	93.2	63.0	76.0	76.3	79.3	82.1
Yorkshire and Humberside	19.2	48.4	84.8	56.1	69.5	67.9	70.5	73.0
East Midlands	14.3	39.9	75.0	47.7	57.7	55.7	58.0	60.1
West Midlands	15.9	40.2	74.2	48.5	65.1	64.6	67.2	69.8
Eastern	9.1	27.5	60.6	36.9	49.6	47.9	50.4	52.4
London	34.4	64.9	140.3	85.6	99.6	106.4	111.2	116.4
South East	9.7	29.9	61.6	36.9	49.9	47.5	49.9	52.1
South West	11.7	30.7	64.3	40.4	53.0	51.5	53.8	55.8
<b>Total England</b>	<b>18.2</b>	<b>43.1</b>	<b>84.5</b>	<b>53.6</b>	<b>67.0</b>	<b>66.8</b>	<b>69.7</b>	<b>72.5</b>
Scotland	0.0	0.1	0.0	0.1	0.0	0.1	0.0	0.0
Wales	12.8	42.7	79.3	51.8	61.7	63.0	67.3	69.6
Northern Ireland	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total UK identifiable expenditure</b>	<b>15.8</b>	<b>38.2</b>	<b>74.6</b>	<b>47.4</b>	<b>59.1</b>	<b>59.1</b>	<b>61.7</b>	<b>64.2</b>

Table 4.7: Home Office identifiable expenditure on services, by country and region, £ per head



Table 4.8: Home Office identifiable expenditure on services by function, country and region, for 2004-05

Home Office	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	£ millions totals
<b>General public services</b>																		
Public and common services	3.7	9.1	6.7	5.7	7.1	7.0	9.8	10.3	6.5	65.9	0.0	0.0	0.0	65.9	0.0	65.9	0.0	65.9
<b>Total general public services</b>	<b>3.7</b>	<b>9.1</b>	<b>6.7</b>	<b>5.7</b>	<b>7.1</b>	<b>7.0</b>	<b>9.8</b>	<b>10.3</b>	<b>6.5</b>	<b>65.9</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>65.9</b>	<b>0.0</b>	<b>65.9</b>	<b>0.0</b>	<b>65.9</b>
<b>Public order and safety</b>																		
Administration of justice	76.6	197.1	127.5	80.0	117.3	78.6	208.2	113.9	81.3	1,080.4	0.0	75.9	0.0	1,156.4	0.0	1,156.4	0.0	1,156.4
Immigration and citizenship	3.0	5.3	5.2	2.7	5.5	0.9	14.8	1.7	0.7	39.9	0.0	0.8	0.0	40.7	0.0	40.7	1,663.3	1,704.0
Other public order and safety	5.4	14.7	10.0	8.3	11.7	10.2	17.1	15.5	10.2	103.0	0.0	1.4	0.0	104.4	0.0	104.4	272.1	376.6
Police	80.0	213.2	142.4	107.5	151.9	127.9	415.6	193.3	121.1	1,553.0	0.0	80.0	0.0	1,633.0	0.0	1,633.0	0.0	1,633.0
Prisons and offender programmes	39.9	79.4	58.1	42.6	53.6	47.8	74.7	70.3	47.2	513.6	0.0	24.0	0.0	537.6	0.0	537.6	2,288.7	2,826.3
<b>Total public order and safety</b>	<b>205.0</b>	<b>509.8</b>	<b>343.3</b>	<b>241.1</b>	<b>339.9</b>	<b>265.3</b>	<b>730.3</b>	<b>394.7</b>	<b>260.5</b>	<b>3,289.9</b>	<b>0.0</b>	<b>182.2</b>	<b>0.0</b>	<b>3,472.1</b>	<b>0.0</b>	<b>3,472.1</b>	<b>4,224.1</b>	<b>7,696.2</b>
<b>Social protection</b>																		
Public sector occupational pensions	0.0	0.1	0.1	0.0	0.1	0.1	0.2	0.1	0.0	0.6	0.0	0.0	0.0	0.7	0.0	0.7	0.0	0.7
<b>Total social protection</b>	<b>0.0</b>	<b>0.1</b>	<b>0.1</b>	<b>0.0</b>	<b>0.1</b>	<b>0.1</b>	<b>0.2</b>	<b>0.1</b>	<b>0.0</b>	<b>0.6</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.7</b>	<b>0.0</b>	<b>0.7</b>	<b>0.0</b>	<b>0.7</b>
<b>Total for Home Office</b>	<b>208.7</b>	<b>519.0</b>	<b>350.0</b>	<b>246.9</b>	<b>347.1</b>	<b>272.4</b>	<b>740.2</b>	<b>405.0</b>	<b>267.1</b>	<b>3,356.4</b>	<b>0.0</b>	<b>182.2</b>	<b>0.0</b>	<b>3,538.6</b>	<b>0.0</b>	<b>3,538.6</b>	<b>4,224.1</b>	<b>7,762.8</b>

Reconciliation to DEL:

Finance to local authorities	4,814
Non-cash items included in DEL	427
Other items not in total expenditure on services	3
<b>Total DEL and AME</b>	<b>13,006.8</b>

Made up of:

Resource DEL	12,667.5
Resource AME	4.5
Capital DEL	1,129.2

Table 4.9: Senior Civil Service – paybands and numbers

SCS pay ranges from 1 April 2005

Payband	Number	Minimum £	Progression target rate (PTR) £	Recruitment and performance ceiling (RPC) £
1	180	54,788	76,156	115,616
2	50	75,607	101,905	159,659
3	12	93,139	132,586	198,197
		<b>Minimum</b>		<b>Maximum</b>
Permanent Secretary	1		130,350	264,250

Table 4.9: Senior Civil Service – paybands and numbers

SCS pay ranges from 1 April 2005

Payband	Number	Minimum £	Progression target rate (PTR) £	Recruitment and performance ceiling (RPC) £
1	180	54,788	76,156	115,616
2	50	75,607	101,905	159,659
3	12	93,139	132,586	198,197
Permanent Secretary	1		130,350	264,250

Made up of:

Resource DEL	12,667.5
Resource AME	4.5
Capital DEL	1,129.2

Total DEL and AME 13,006.8

Other items not in total expenditure on services 3

Non-cash items included in DEL 427

Finance to local authorities 4,814

Reconciliation to DEL:

Finance to local authorities	4,814
Non-cash items included in DEL	427
Other items not in total expenditure on services	3
<b>Total DEL and AME</b>	<b>13,006.8</b>

Made up of:

Resource DEL	12,667.5
Resource AME	4.5
Capital DEL	1,129.2

Table 4.8: Home Office identifiable expenditure on services by function, country and region, for 2004-05

Home Office	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	£ millions totals
<b>General public services</b>																		
Public and common services	3.7	9.1	6.7	5.7	7.1	7.0	9.8	10.3	6.5	65.9	0.0	0.0	0.0	65.9	0.0	65.9	0.0	65.9
<b>Total general public services</b>	<b>3.7</b>	<b>9.1</b>	<b>6.7</b>	<b>5.7</b>	<b>7.1</b>	<b>7.0</b>	<b>9.8</b>	<b>10.3</b>	<b>6.5</b>	<b>65.9</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>65.9</b>	<b>0.0</b>	<b>65.9</b>	<b>0.0</b>	<b>65.9</b>
<b>Public order and safety</b>																		
Administration of justice	76.6	197.1	127.5	80.0	117.3	78.6	208.2	113.9	81.3	1,080.4	0.0	75.9	0.0	1,156.4	0.0	1,156.4	0.0	1,156.4
Immigration and citizenship	3.0	5.3	5.2	2.7	5.5	0.9	14.8	1.7	0.7	39.9	0.0	0.8	0.0	40.7	0.0	40.7	1,663.3	1,704.0
Other public order and safety	5.4	14.7	10.0	8.3	11.7	10.2	17.1	15.5	10.2	103.0	0.0	1.4	0.0	104.4	0.0	104.4	272.1	376.6
Police	80.0	213.2	142.4	107.5	151.9	127.9	415.6	193.3	121.1	1,553.0	0.0	80.0	0.0	1,633.0	0.0	1,633.0	0.0	1,633.0
Prisons and offender programmes	39.9	79.4	58.1	42.6	53.6	47.8	74.7	70.3	47.2	513.6	0.0	24.0	0.0	537.6	0.0	537.6	2,288.7	2,826.3
<b>Total public order and safety</b>	<b>205.0</b>	<b>509.8</b>	<b>343.3</b>	<b>241.1</b>	<b>339.9</b>	<b>265.3</b>	<b>730.3</b>	<b>394.7</b>	<b>260.5</b>	<b>3,289.9</b>	<b>0.0</b>	<b>182.2</b>	<b>0.0</b>	<b>3,472.1</b>	<b>0.0</b>	<b>3,472.1</b>	<b>4,224.1</b>	<b>7,696.2</b>
<b>Social protection</b>																		
Public sector occupational pensions	0.0	0.1	0.1	0.0	0.1	0.1	0.2	0.1	0.0	0.6	0.0	0.0	0.0	0.7	0.0	0.7	0.0	0.7
<b>Total social protection</b>	<b>0.0</b>	<b>0.1</b>	<b>0.1</b>	<b>0.0</b>	<b>0.1</b>	<b>0.1</b>	<b>0.2</b>	<b>0.1</b>	<b>0.0</b>	<b>0.6</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.7</b>	<b>0.0</b>	<b>0.7</b>	<b>0.0</b>	<b>0.7</b>
<b>Total for Home Office</b>	<b>208.7</b>	<b>519.0</b>	<b>350.0</b>	<b>246.9</b>	<b>347.1</b>	<b>272.4</b>	<b>740.2</b>	<b>405.0</b>	<b>267.1</b>	<b>3,356.4</b>	<b>0.0</b>	<b>182.2</b>	<b>0.0</b>	<b>3,538.6</b>	<b>0.0</b>	<b>3,538.6</b>	<b>4,224.1</b>	<b>7,762.8</b>

Table 4.10: Staff numbers 2005–06<sup>43</sup>

Area	Staff	Casuals	Total (FTE)
Crime Reduction and Community Safety Group (CRCSG) <sup>(1)</sup>	1,128	26	1,154
Communities Group (CG)	252	2	255
Immigration and Nationality Directorate (IND)	15,731	213	15,944
Office for Criminal Justice Reform (OCJR)	304	5	309
National Offender Management Service (NOMS) <sup>(2)</sup>	1,236	20	1,256
Human Resources (HR)	513	43	556
Finance and Commercial Directorate (F&CD)	531	10	541
Permanent Secretary's Group (PSG) <sup>(3)</sup>	676	18	694
<b>Total</b>	<b>20,371</b>	<b>338</b>	<b>20,709</b>
Prison Service	46,128	1,024	47,152
Identity and Passport Service	2,822	64	2,886
Forensic Science Service <sup>(4)</sup>	2,523	89	2,612
<b>Total Home Office</b>	<b>71,844</b>	<b>1,515</b>	<b>73,359</b>

<sup>1</sup> CRCSG figures for this purpose include HMIC and International Directorate staff.

<sup>2</sup> NOMS figures show staff transferred to HO management only.

<sup>3</sup> Includes Legal Advisor's Group (LAB), Communications Directorate (CD), Private Office/Ministerial Secretariat and Research, Development and Statistics.

<sup>4</sup> Forensic Science Service ceased to be part of HO in December 2005.

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Table 4.11: Staff numbers 2000-01 to 2007-08

(Staff years)	2000 Outturn	2001 Outturn	2002 Outturn	2003 Outturn	2004 Outturn	2005 Outturn	2006 Outturn	2007 Plans	2008 Plans
<b>Home Office Central</b>									
Civil Service FTEs <sup>(1)</sup>	8,759	11,962	13,509	18,321	18,128	19,874	20,371	19,836	19,594
Casuals	85	304	143	303	293	312	338	288	270
<b>Total</b>	<b>8,844</b>	<b>12,266</b>	<b>13,652</b>	<b>18,624</b>	<b>18,421</b>	<b>20,186</b>	<b>20,709</b>	<b>20,124</b>	<b>19,864</b>
<b>Prison Service</b>									
Civil Service FTEs	40,562	41,953	42,087	45,550	45,550	46,423	46,128	45,799	45,635
Casuals	1,213	1,010	1,151	1,425	1,425	1,021	1,024	1,005	1,002
<b>Total</b>	<b>41,775</b>	<b>42,963</b>	<b>43,238</b>	<b>46,975</b>	<b>46,975</b>	<b>47,444</b>	<b>47,152</b>	<b>46,804</b>	<b>46,637</b>
<b>Identity and Passport Service<sup>(2)</sup></b>									
Civil Service FTEs	1,458	1,943	2,169	2,754	2,564	2,822	2,822	3,753	4,361
Casuals	595	343	133	20	41	64	64	39	39
<b>Total</b>	<b>2,053</b>	<b>2,286</b>	<b>2,302</b>	<b>2,774</b>	<b>2,605</b>	<b>2,886</b>	<b>2,886</b>	<b>3,792</b>	<b>4,400</b>
<b>Forensic Science Service<sup>(3)</sup></b>									
Civil Service FTEs	1,803	1,996	2,476	2,382	2,382	2,421	2,523	0	0
Casuals	8	10	20	5	5	9	89	0	0
<b>Total</b>	<b>1,811</b>	<b>2,006</b>	<b>2,496</b>	<b>2,387</b>	<b>2,387</b>	<b>2,430</b>	<b>2,612</b>	<b>0</b>	<b>0</b>
<b>Fire Service College</b> (Trading Fund) <sup>(4)</sup>									
Civil Service FTEs	177	177	186	0	0	0	0	0	0
Casuals	10	10	9	0	0	0	0	0	0
<b>Total</b>	<b>187</b>	<b>187</b>	<b>195</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Civil Service FTEs</b>	52,759	58,031	60,427	69,007	68,624	71,540	71,844	69,388	69,590
<b>Casuals</b>	1,911	1,677	1,456	1,753	1,764	1,406	1,515	1,332	1,311
<b>Total Home Office<sup>(5)</sup></b>	<b>54,670</b>	<b>59,708</b>	<b>61,883</b>	<b>70,760</b>	<b>70,388</b>	<b>72,946</b>	<b>73,359</b>	<b>70,720</b>	<b>70,901</b>

<sup>1</sup> FTEs are as at 31 March in each year.

<sup>2</sup> The implementation of Fingerprint Biometrics in the Passports and the National Identity Scheme will result in major changes to the scale and design of current business processes. Implementation plans for both schemes are still in development and have therefore not been included in these estimates; until these are finalised, staffing projections for 2007-08 onwards are likely to be subject to further change.

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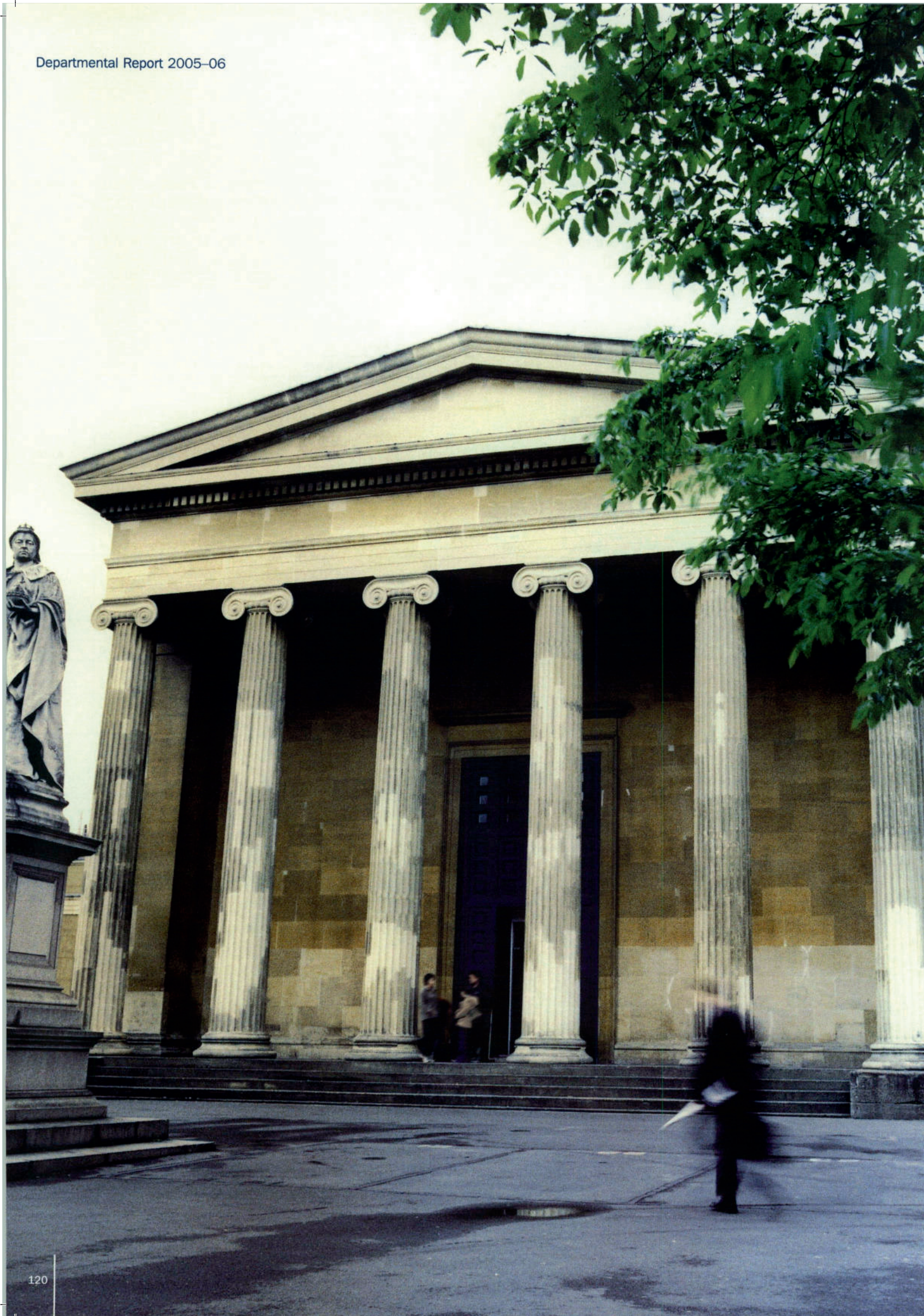
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**Section 5**  
Public Accounts Committee and Home Affairs Committee reports

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## Reports of the Committee of Public Accounts

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 Committee of Public Accounts (PAC). The Committee's findings and recommendations are considered seriously by the Department, which responds to Parliament by means of a Treasury Minute.

Five NAO reports were the subject of PAC hearings in the 2004–05 Committee Session and formally responded to between 1 April 2005 and 31 March 2006. These were:

- The management of sickness absence in the Prison Service;
- Improving the speed and quality of asylum decisions;
- Drug Treatment and Testing Orders: early lessons;
- Facing justice: tackling defendants' non-attendance at court (a joint report with the Department for Constitutional Affairs (DCA) and the Crown Prosecution Service); and
- Reducing crime: the Home Office working with Crime and Disorder Reduction Partnerships.

One further NAO report, *Home Office: Reducing Vehicle Crime*, was subject to a PAC hearing in the 2005–06 Committee Session and was reported on and responded to between 1 April 2005 and 31 March 2006. Representatives from the Driver and Vehicle Licensing Agency were also witnesses at this hearing.

For these six 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/](http://www.parliament.uk/parliamentary_committees/)

[committee\\_of\\_public\\_accounts/committee\\_of\\_public\\_accounts\\_reports\\_and\\_publications.cfm](http://committee_of_public_accounts/committee_of_public_accounts_reports_and_publications.cfm)

Six further hearings were held in the 2005–06 session. They were:

- Working with the Third Sector;
- Returning Failed Asylum Applicants;
- Dealing with increased numbers in custody;
- Prisoner diet and exercise;
- The electronic monitoring of adult offenders; and
- Home Office resource accounts.

The PAC report has been published for the first four hearings above. A summary of the findings of the first three, alongside the government's response on Returning Failed Asylum Applicants, is set out below. Responsibility for Third Sector issues transferred from the Home Office in May, subsequent to the PAC report but prior to the Treasury Minute being published. At the time of going to print, the report on prisoner diet and exercise was due to be published on 19 July and the government's response on numbers in custody is due to be published shortly. The government's response on the remaining reports will be published later in 2006–07.

### Reports and responses

#### The management of sickness absence in the Prison Service

The PAC stated that the Prison Service had improved its procedures for recording and managing sickness absence and had started to bring down sickness rates, but needed to make further improvements; had made considerable progress in improving its procedures for recording sickness absence, in management reporting and in the accuracy of its data, but still had some way to go to meet the sickness target agreed in 1999; and continued to experience unacceptably high levels of sickness absence and should set annual sickness absence milestones to increase momentum towards reducing average sickness absence in prisons to the 1999 target of nine days per person per year.

[committee\\_of\\_public\\_accounts/committee\\_of\\_public\\_accounts\\_reports\\_and\\_publications.cfm](http://committee_of_public_accounts/committee_of_public_accounts_reports_and_publications.cfm)

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Action included: implementing a rolling financial delivery-planning process; delivering its key Public Service Agreement and other published targets within the final budget allocation; enabling the delivery of other governmental priorities (e.g. Tipping Point to be achieved within budget); actively using a staffing forecast model for asylum casework; reducing asylum support costs by £57 million in 2003–04 and by approximately £250 million in 2004–05; opening a fast-track facility for female detainees at Yarl's Wood in May 2005 in addition to those for male detainees at Oakington and Harmondsworth; modelling the New Asylum Model (NAM) case management teams on the fast-track processes for detainees; establishing country working groups for countries with high rates of appeal; collating monthly feedback from immigration appeal presenting officers on the quality of initial 'decision reasons for refusal' letters; senior caseworkers with lead responsibility for delivering talks on the key asylum-related issues to spread knowledge; and establishing, in April 2006, a cross-directorate project to improve the efficiency of allegations handling. This project would report progress to senior directors on a monthly basis.

**Drug Treatment and Testing Orders: early lessons**

The PAC report highlighted: the success of the Drug Treatment and Testing Order (DTTO) in reducing the conviction rate of those who complete the order, but it stressed the need to improve the overall completion rate and address the variation in performance between areas; the need for research about the factors that contribute to a successful outcome; that better use should be made of the time between arrest and sentence to identify those who are genuinely motivated to engage with treatment; and that there should be more emphasis on measuring outcomes and achievement of the national standard contact requirement, a more consistent approach to enforcement, improved throughcare and aftercare provision, and an increased focus on educational and vocational training.

Action taken, in late 2002, to introduce new policies and procedures to address high rates of sickness absence was already beginning to have a positive impact at the time of the PAC report.

The PAC report highlighted that we should be more sensitive to the allocation of initial resources to save money, rather than the costs that will arise if backlogs are allowed to accumulate, and to the impact on delivery of major shifts in demand for services; look to expand our fast-track procedures; use the fast-track system to speed up the decision process; examine why appeals are upheld and use this information to improve decision making; expand the number of caseworkers with country-specific knowledge; and do more to investigate promptly complaints of fraud.

**Improving the speed and quality of asylum decisions**

The Service had already achieved a 30 per cent improvement in its absence rates, we remained confident of continuing improvement.

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Action had subsequently included: a centrally-directed taskforce to tackle long-term absence cases; more robust management reporting and auditing to ensure compliance with policy requirements; increased provision of occupational health support for staff, implementation of a health and safety professionalisation programme to improve workplace safety in prisons; an inoculation programme for front-line staff and improvements in working arrangements within our occupational health provider. These initiatives had led to a consistent decline in sickness absence rates. From a high of 15.7 days in 1999, sickness rates had already fallen to 14.7 days per person by 2003–04. The average fell further to 13.3 days in 2004–05. The provisional outturn for 2005–06 estimated the figure at 12.17 days and the target for 2006–07 was 11.5 days. The long-term target of absence rates not exceeding nine days per member of staff by 2010 remained extremely challenging given the nature of the work undertaken by many Prison Service staff. Nevertheless, given that the Service had already achieved a 30 per cent improvement in its absence rates, we remained confident of continuing improvement.

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Action included: replacing DTTOs with the drug rehabilitation requirement (DRR) of the community order from April 2005 (DRRs are more flexible than DTTOs as they target offenders across all the community sentencing bands, from low to high offence seriousness, and can be suitable for all levels of drug dependency); initiating research to explore how interventions work in combination to address the range of offending-related needs of offenders, including drug misuse, on community sentences; introducing a completion target and the monitoring of retention at critical stages of the order; issuing guidance on improving compliance with national standards, the early identification of suitable cases and the provision of appropriate support; introducing an end-to-end enforcement target; launching the Offender Learning and Skills Service in three development regions; developing guidance on case management arrangements; and the piloting of the Offender Management Model.

#### Facing justice: tackling defendants' non-attendance at court

The PAC report highlighted: lack of clarity about the roles and responsibilities of the criminal justice agencies in managing the bail process, resulting in poor monitoring of bail conditions and reporting on breaches; the lack of reliable information about defendants on which to base bail decisions; failures in the process of issuing and executing failure to appear (FTA) warrants, resulting in delays and non-execution (particularly in the case of out-of-area warrants); and ineffective management of the overall trial process, with frequent adjournments creating a perception that attendance is not important.

Action included: developing a local inter-agency agreement template on managing bail and communicating with the defendant (to be in place in all areas by October 2006); conducting a telephone reminder pilot for defendants attending trials in magistrates' courts; developing a performance management framework to support work on improving defendant attendance; issuing, in October 2005, guidance to prisons to improve bail

information schemes; setting improvement requirements for bail information schemes in regional offender managers' service level agreements with probation and prisons for 2006–07; and proactively managing performance against the two FTA warrant targets and supporting data on timeliness (the 2005–06 target to reduce the number of outstanding warrants was met two months early).

#### Reducing crime: the Home Office working with Crime and Disorder Reduction Partnerships

The PAC report highlighted: potential benefits from reducing the number of Crime and Disorder Reduction Partnerships (CDRPs), suggesting resources could be used more effectively if CDRPs covered larger geographical areas; the need for CDRP funding to be streamlined and underpinned by analysis to improve value for money, with CDRPs notified of their funding allocations on a timely basis; the need for improved and transparent links between national and local crime reduction targets; the lack of projects aimed at reducing the risks or improving the protection for potential victims of crime; potential benefits that could arise from the promotion of successful initiatives, from local CDRPs as well as from other countries; the need for a simple evaluation methodology for crime reduction initiatives; and the benefits brought to partnerships by the reduction in bureaucracy.

Action included: implementing proposals from the *Review of the Partnership Provisions of the Crime and Disorder Act 1998* (contained within the Police and Justice Bill) to improve partnerships through a range of measures including the introduction of national standards for CDRPs; actively encouraging the formal merger of neighbouring CDRPs where they can benefit from increased capacity and the associated economies of scale (this has led to two successful mergers, in Worcestershire and Somerset); creating the Safer and Stronger Communities Fund, in association with the Office of the Deputy Prime Minister,<sup>44</sup> which has brought together several existing funding streams that share a number of closely related objectives; CDRPs setting robust local targets to reduce crime and disorder in their

<sup>44</sup> The Office of the Deputy Prime Minister was succeeded by the Department for Communities and Local Government in the machinery of government changes announced on 5 May 2006.

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Action included: replacing DTTOs with the drug

order from April 2005 (DRRs are more flexible than DTTOs as they target offenders across all the community sentencing bands, from low to high offence seriousness, and can be suitable for all levels of drug dependency); initiating research to explore how interventions work in combination to address the range of offending-related needs of offenders, including drug misuse, on community sentences; introducing a completion target and the monitoring of retention at critical stages of the order; issuing guidance on improving compliance with national standards, the early identification of suitable cases and the provision of appropriate support; introducing an end-to-end enforcement target; launching the Offender Learning and Skills Service in three development regions; developing guidance on case management arrangements; and the piloting of the Offender Management Model.

#### Facing justice: tackling defendants' non-attendance at court

The PAC report highlighted: lack of clarity about the roles and responsibilities of the criminal justice agencies in managing the bail process, resulting in poor monitoring of bail conditions and reporting on breaches; the lack of reliable information about defendants on which to base bail decisions; failures in the process of issuing and executing failure to appear (FTA) warrants, resulting in delays and non-execution (particularly in the case of out-of-area warrants); and ineffective management of the overall trial process, with frequent adjournments creating a perception that attendance is not important.

Action included: developing a local inter-agency agreement template on managing bail and communicating with the defendant (to be in place in all areas by October 2006); conducting a telephone reminder pilot for defendants attending trials in magistrates' courts; developing a performance management framework to support work on improving defendant attendance; issuing, in October 2005, guidance to prisons to improve bail

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### Returning Failed Asylum Applicants

The PAC report highlighted that: the gap between the number of newly unsuccessful asylum applications and removals effected is narrowing; the practice of treating asylum applications, support and enforcement as largely separate, unco-ordinated operations is inefficient; Immigration and Nationality Directorate (IND) lacks information on the number of failed asylum applicants awaiting removal and their whereabouts; and not enough has been done to tackle the backlog of removals.

The Committee also raised the issue of foreign national prisoners released from prison without due consideration for deportation. The Home Secretary is committed to tackling the problems in the processes for referring and deporting foreign national prisoners.

Action included: introduction of the New Asylum Model in some areas; enhancing our ability to maintain contact with asylum applicants through expanded use of contact management technologies; working with other government departments and agencies to increase the amount of personal data being shared; increasing the numbers of returns of failed asylum seekers (Q4 2005 was the fourth consecutive quarter when the number of removals has risen, and in 2006 the point at which the number of failed asylum seekers removed exceeded the number of unfounded claims was reached); an enhanced package of benefits to promote take-up of the Assisted Voluntary Return Process; and monitoring of passenger movements into and out of the UK on some specified carriers and routes as part of the move towards e-borders.

Information on general activities with respect to failed asylum applicants is set out in section 1, Strategic Objective IV.

### Reducing vehicle crime

communities; establishing 25 specialist domestic violence courts to tackle domestic violence cases in the Criminal Justice System more effectively; working intensively in high-volume violent crime areas to reduce alcohol-related and domestic violence through the Tackling Violent Crime Programme; and working with delivery partners to identify and share examples of good practice in delivering the drug strategy, as well as launching the rebuilt drugs.gov.uk website as a source of consistent and authoritative advice.

The PAC congratulated us for working with a range of stakeholders to meet our five-year target to reduce thefts of and from vehicles by 30 per cent since 1999. The report highlighted areas where further progress should be made, including: making car parks safer, particularly at hospitals and railway stations; addressing the failure of some local authorities to establish registers of motor salvage operators, as required by the Motor Salvage Operators Regulations 2002; working closely with car manufacturers to ensure further improvements in security are delivered to foil car thieves; and improving police vehicle crime detection rates and the use of automatic number plate recognition (ANPR) systems.

Action included: working with the Department of Health and the Office of the Deputy Prime Minister to improve car park safety at hospitals and in car parks owned by local authorities; a £200,000 targeted publicity campaign in the area covered by the Government Office for the North West to raise motorists' awareness of the Safer Parking Scheme; commissioning a MORI survey of the 108 highest crime local authorities, which were previously shown not to have opened a register of motor salvage operators, and of 42 police forces (excluding the City of London Police); in consultation with key stakeholders, reviewing the security guidance we provide to manufacturers of cars, large goods vehicles and construction plant; and implementing a range of measures to improve police sanction detection rates and providing good practice advice on the most effective use of ANPR to all forces.

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Information on general activities with respect to failed asylum applicants is set out in section 1, Strategic Objective IV.

### Working with the Third Sector

The PAC report highlighted the importance of: increasing the role of the voluntary and community sectors in public service delivery, as they are well placed to support hard-to-reach groups; a lighter touch in terms of applications, monitoring, audit and reporting requirements; better data on funding for the voluntary and community sectors; how we, the Treasury and the Office of Government Commerce should establish a third sector centre of expertise to make expert advice available to funders across departments; a greater use of multi-year funding and the need for us to review our own practices; and making payments in a timely manner.

The Home Office is no longer be responsible for Third Sector issues following machinery of government changes announced on 5 May 2006. The Office of the Third Sector is now responsible for these issues.<sup>45</sup>

Information on general activities with respect to working with the Third Sector can be found in section 1, Strategic Objective V.

### Hearings

In addition the PAC published one report on which a response is being prepared.

#### NOMS: dealing with increased numbers in custody

The PAC report highlighted that: the rise in population presented a major challenge to NOMS; contingency plans should be put into place to respond to the range of prison population projections; the Home Office needs to maintain accurate records and establish effective communication between IND and the Prison Service to improve the deportation of foreign national prisoners; the prison population could be reduced by greater use of electronic tagging as an alternative to use of remand; new anti-suicide monitoring measures and mental health in-reach should be evaluated to determine effectiveness and ensure best practice across the estate; lessons learned from building emergency accommodation

should be built into current contingency planning; brick-clad steel-framed units rather than Modular Temporary Units (MTUs) should be used in future for emergency accommodation; plans to replace MTUs should be drawn up to allow sufficient time for tendering of contracts, evaluation of contractors, appointment of project managers and pilot testing; national security vetting procedures of contractors should be introduced to prevent delays in construction of accommodation; moves due to overcrowding should be avoided and a modular training programme developed to ensure continued education when moves occur; all prisoner records to be forwarded until electronic data systems are in place; and education courses should be developed and targeted at short-term sentenced prisoners.

## Reports of the Home Affairs Committee

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 Home Office.

Between April 2005 and March 2006, the HAC published reports on anti-social behaviour and terrorism and community relations, a joint report with the Work and Pensions Committee on the draft corporate manslaughter Bill, a report on the draft sentencing guideline on robbery, on target setting and on police reform.

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<sup>45</sup> Response published June 2006 available at www.parliament.uk (see page 122).

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Action included: the Government accepting that a number of areas of the Bill needed to be revisited, in particular the management failure test; while not believing that the framework for individual liability should be revisited in the Bill, recognising that a conviction for corporate manslaughter would raise important questions about the overall management of a company; looking further at the interaction between

and limiting further the exemptions for public functions from the Bill.

The report welcomed the Government's draft corporate manslaughter Bill. The basic tenets of the draft Bill (and the Government's policy in this area) were supported: the need for reform; an offence aimed at the most serious failures in management of health and safety; and the lifting of Crown immunity. The report also pressed for further work on the Bill and contained a number of recommended changes, including a reframing of the test for management failure, extending the criminal liability of individuals in circumstances where their negligence causes death, and limiting further the exemptions for public

#### Draft corporate manslaughter Bill

and actions on counter-terrorism on page 22.

For action taken, see section 1, Strategic Objective V

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international terrorism and community relations was impact of media coverage of issues such as supporting their leaders to resist extremists; and the coherent strategy to tackle extremism, including terrorism legislation and the development of a engage British Muslims in a review of counter- to reassure them; there was an essential need to Government and police should make special efforts perceived stigmatisation by Muslims, so the targeted for stop and search but there was a Asian community was not being unreasonably in valuing minorities and providing role models; the police forces, media and government was important leaders, had important roles to play; diversity in schools and community leaders, including faith work on counter-terrorism and community cohesion; there was a need for us to review links between our relations had deteriorated, although not universally; modern British identity, was still relevant; community

The report focused explicitly on the issues affecting Muslim communities, and concluded overall that the UK was well placed to deal with the issues considered but that this would require active leadership at all levels. The main points raised were that: the agenda set out by the Cantle Report (in the aftermath of the riots in summer 2001), including an endorsement of having a national debate about a

#### Terrorism and community relations

Actions included: the Respect Task Force progressing the parenting and family support workstreams; establishing a national network of intensive family support projects; developing a long-term cross-government strategy on the most challenging families to improve the way public services deal with them; and providing additional investment for parenting programmes.

The report welcomed the fact that the Government had made tackling anti-social behaviour a priority and concluded that the balance of the Government's strategy was about right.

#### Anti-social behaviour

### Reports and responses

To mark the UK's presidency of the European Union (EU), the HAC convened a conference of EU justice and home affairs committees.

The reports and evidence sessions are available at: [www.parliament.uk/parliamentary\\_committees/home-affairs\\_committee/home\\_affairs\\_committee\\_reports\\_and\\_publications.cfm](http://www.parliament.uk/parliamentary_committees/home-affairs_committee/home_affairs_committee_reports_and_publications.cfm)

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For action taken, see section 1, Strategic Objective V and actions on counter-terrorism on page 22.

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legislation on the disqualification of directors and the new offence; undertaking to look again at where the line has been drawn between those public functions whose management should be subject to scrutiny in the Criminal Justice System and those where strategic accountability is dealt with more appropriately through other means; and working with a view to introducing a Bill to Parliament as soon as parliamentary time allows.

#### Draft sentencing guideline on robbery

For the purposes of consultation with Parliament, draft sentencing guidelines issued by the Sentencing Guidelines Council are sent to the HAC for scrutiny and comment. This HAC report was a response to the Council's consultation on the draft sentencing guideline on robbery.

#### Home Office target setting

The HAC report highlighted: the need for targets in the next spending review to contain a higher proportion of quantitative elements; the need for the policy of selecting baseline years to be transparent and published within the technical notes; and that the departmental report should be consistent in its reporting of progress against targets and should be supported by additional information and clarify whether targets have lapsed.

Action included: publishing, either quarterly or annually, a range of key performance indicators covering the National Offender Management Service, police performance and IND; publishing, in the technical notes, targets developed as part of the spending review and a mix of directional and quantitative targets using baselines that take account of data available before and during the target period; and publishing tables covering previous targets and our relevant performance.

#### Police reform

The HAC report concluded that police reform overall was on track and that good progress had been made on embedding a performance culture within the police and on reducing bureaucracy. It highlighted the following areas for further improvement: rationalisation of bodies involved in police reform;

local decision making; call-handling standards and the single non-emergency number; the police training budget; recruiting a diverse workforce; more effective IT; and the adoption of DNA technology by individual forces.

Action taken included: bringing together Police Performance Assessment Framework data and Her Majesty's Inspectorate of Constabulary's baseline assessments; rationalising overlapping bodies and working to establish the National Policing Improvement Agency; committing to neighbourhood policing in every area by April 2007; publishing, in April 2005, national call-handling standards; providing measures to encourage the roll-out of the core leadership development programme; developing new probationer training; establishing a Home Office/Association of Chief Police Officers police national diversity team to support forces in devising revised race equality schemes; working to align basic command unit and local authority boundaries; and creating a strategy and timetable for the integrated case and custody system.

#### Evidence sessions

In addition, we appeared before the Committee to give evidence at sessions and a brief summary of agreed evidence is set out below.

#### Counter-terrorism and community relations in the aftermath of the London bombings

The main points raised in discussion included: relations with the Muslim community; proscribed organisations; intelligence assessments; security measures taken since 7 July; the shooting of Jean Charles de Menezes; and exclusion and deportation powers.

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The HAC report concluded that police reform overall was on track and that good progress had been made on embedding a performance culture within the police and on reducing bureaucracy. It highlighted the following areas for further improvement: rationalisation of bodies involved in police reform;

any breach of international obligations cannot be judicially reviewed at international level; the lack of parliamentary scrutiny of the US treaty and of the decision to designate the US as a country not required to submit *prima facie* evidence; safeguards contained within the Extradition Act 2003 to protect the rights of individuals; the benefits contained in the new treaty, for example the ability to temporarily surrender individuals; and US ratification of the treaty.

#### Restructuring the Probation Service

The main points raised in discussion included: the reasons for the proposed changes and the financial implications; the role of the National Probation Directorate; the membership of trusts and implications for diversity and local accountability; the role of alternative providers in delivering probation services; the pace of implementation; and the implications of changes to police boundaries.

#### Terrorism detention powers

The main points raised in discussion included: the case for an increase in detention powers for terrorist suspects, focusing on the case for extending pre-charge detention because of the change in the nature of the terrorist threat; and alternatives to extending detention powers.

#### Immigration control

We gave evidence at a number of sessions. The uncorrected oral evidence transcripts can be found on the Home Affairs Committee website (see page 126).

#### The work of the Home Office

The session concentrated on the Home Office 2004–05 departmental report. Topics covered included: the prison estate; asylum and immigration, in particular Zimbabwe and the future of ancestral visas; police reform; crime statistics; community relations and terrorism issues; and biometric ID cards.

#### Prison suicides and overcrowding

The main points raised in discussion included: the relationship between prison suicides and overcrowding; the new care-planning system for the at-risk prisoners (ACCT: Assessment, Care in Custody and Teamwork); the transfer of information about suicide risk; peer support; mental health provision and court diversion schemes; suicide prevention and anti-bullying for young people; the rates of suicide and self-harm among women prisoners; the number of deaths in June 2005; the Ministerial Roundtable on Suicide in Prisons; the Government's response to the report of the Joint Committee on Human Rights on Deaths in Custody; alternatives to prison, including for those on remand, and how these are presented to the public; improving safety during a prisoner's early period in custody; safer cell provision; and the call for a public inquiry into the death of Joseph Scholes.

#### The UK–US extradition treaty

The main points raised in discussion included: the issue of reciprocity; the possible rejection of extradition requests from the US on human rights grounds; assurances given in extradition cases; Guantanamo Bay; the role of the Secretary of State in considering US extradition requests; the case of Lotfi Raissi; the US's application of extra-territorial jurisdiction and the principle of natural forum; the number of US extradition requests received since the implementation of the Extradition Act 2003; the impact of new legislation (the Extradition Act 2003) on the time taken for consideration of extradition requests from the US; the lowering of the evidential requirement for extradition requests made by the US; concern that the US's refusal to accept jurisdiction of the International Commission of Jurists means that

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#### Restructuring the Probation Service

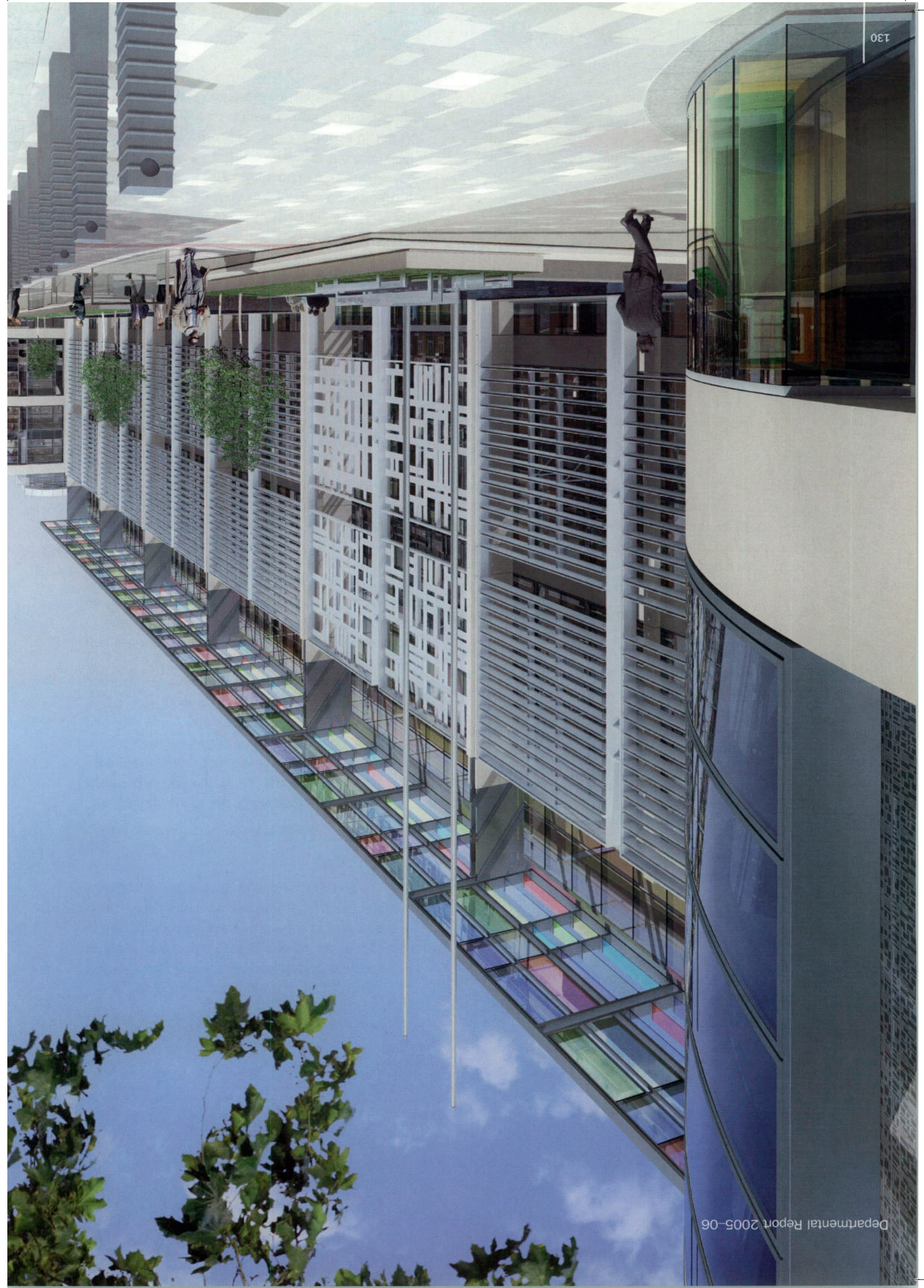
The main points raised in discussion included: the reasons for the proposed changes and the financial implications; the role of the National Probation Directorate; the membership of trusts and implications for diversity and local accountability; the role of alternative providers in delivering probation services; the pace of implementation; and the implications of changes to police boundaries.

#### Terrorism detention powers

The main points raised in discussion included: the case for an increase in detention powers for terrorist suspects, focusing on the case for extending pre-charge detention because of the change in the nature of the terrorist threat; and alternatives to extending detention powers.

#### Immigration control

We gave evidence at a number of sessions. The uncorrected oral evidence transcripts can be found on the Home Affairs Committee website (see page 126).



## A user's guide to the Home Office

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### The Home Office

**Can be contacted at:**  
2 Marsham Street  
London SW1P 4DF

E-mail: [public.enquiries@homeoffice.gsi.gov.uk](mailto:public.enquiries@homeoffice.gsi.gov.uk)

Tel: 020 7035 4848  
Fax: 020 7035 4745

### National Offender Management Service

**Can be contacted at:**  
Home Office  
2 Marsham Street  
London SW1P 4DF

Tel: 020 7035 4848

### The Immigration and Nationality Directorate (IND)

**Can be contacted at:**  
Immigration and Nationality Directorate  
Lunar House  
40 Wellesley Road  
Croydon CR9 2BY

Employers helpline Tel: 0845 010 6677  
For immigration enquiries Tel: 0870 606 7766  
For application forms Tel: 0870 521 0224

### Identity and Passport Service (IPS) – Comprising UK Passport Service (UKPS) and Identity Cards

**Can be contacted at:**  
Identity and Passport Service  
Globe House  
89 Eccleston Square  
London SW1V 1PN

Tel: 0870 521 0410

### Criminal Records Bureau (CRB)

**Can be contacted at:**  
CRB Customer Services  
PO Box 110  
Liverpool L69 3EF

CRB information line Tel: 0870 90 90 811  
CRB 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).

### Forensic Science Service

**Can be contacted at:**  
2920 Trident Court  
Birmingham Business Park  
Solihull Parkway  
Birmingham B37 7YN

Tel: 0121 329 5200

### Useful links

[www.homeoffice.gov.uk](http://www.homeoffice.gov.uk)  
[www.ind.homeoffice.gov.uk](http://www.ind.homeoffice.gov.uk)  
[www.passport.gov.uk](http://www.passport.gov.uk)  
[www.hmprisons.gov.uk](http://www.hmprisons.gov.uk)  
[www.crb.gov.uk](http://www.crb.gov.uk)  
[www.forensic.gov.uk](http://www.forensic.gov.uk)  
[www.noms.homeoffice.gov.uk](http://www.noms.homeoffice.gov.uk)  
[www.drugs.gov.uk](http://www.drugs.gov.uk)  
[www.cjsonline.gov.uk](http://www.cjsonline.gov.uk)  
[www.youth-justice-board.gov.uk](http://www.youth-justice-board.gov.uk)  
[www.soca.gov.uk](http://www.soca.gov.uk)  
[www.dca.gov.uk](http://www.dca.gov.uk)  
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[www.soca.gov.uk](http://www.soca.gov.uk)

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

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

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

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## Glossary

ACPO	Association of Chief Police Officers of England, Wales and Northern Ireland
ANPR	Automatic Number Plate Recognition
ASBO	Anti-Social Behaviour Order
BCS	British Crime Survey
BCU	Basic Command Unit (a local police management unit)
BME	Black and minority ethnic
CD	Communications Directorate (a Home Office directorate)
CDRP	Crime and Disorder Reduction Partnership (local partnerships involving among others the police, local authorities, police and fire and rescue authorities and primary care trusts representing health services)
CG	Communities Group (previously a Home Office directorate general)
CJS	Criminal Justice System (the Home Office, DCA and CPS along with agencies such as the police, courts, correctional services)
CPS	Crown Prosecution Service
CRB	Criminal Records Bureau (a Home Office executive agency)
CRCSG	Crime Reduction and Community Safety Group (a Home Office directorate general)
CSOs	Community Support Officers
DCA	Department for Constitutional Affairs
DCLG	Department for Communities and Local Government <sup>46</sup>
DCMS	Department for Culture, Media and Sport
DEL	Departmental expenditure limit (cross-government spending aggregate)
DfES	Department for Education and Skills
DH	Department of Health
DTI	Department of Trade and Industry
DWP	Department for Work and Pensions
EU	European Union
FCO	Foreign and Commonwealth Office
GEB	The Home Office's Group Executive Board, now the Home Office Board
HMRC	HM Revenue and Customs
HMIC	HM Inspectorate of Constabulary
HOB	Home Office Board, formerly GEB
HOCS	Home Office Citizenship Survey
HR	Human Resources (a Home Office directorate)
IPS	Identity and Passport Service (incorporating UKPS and the Identity Cards Programme)
IND	Immigration and Nationality Directorate (a Home Office directorate)
LAA	Local Area Agreement

## Glossary

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<sup>46</sup> DCLG is the successor department to the Office of the Deputy Prime Minister (ODPM), as announced as part of the machinery of government changes on 5 May 2006.

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LCJB	Local Criminal Justice Board (consists of local bodies such as the police, the courts, probation)
NAM	New Asylum Model
NASS	National Asylum Support Service
NDPB	Non-departmental public body (public bodies funded by the Government but which are at operational arm's length)
NOMS	National Offender Management Service (covers the prison and probation services)
NTA	National Treatment Agency
O CJR	Office for Criminal Justice Reform
ODPM	Office of the Deputy Prime Minister <sup>47</sup>
PAC	Public Accounts Committee (of Parliament)
PPAF	Police Performance and Assessment Framework
PSA	Public Service Agreement
RDS	Research, Development and Statistics
RIA	Regulatory Impact Assessment
SCI	Street Crime Initiative
SCS	Senior Civil Service
SOCA	Serious Organised Crime Agency
UKPS	UK Passport Service (a Home Office executive agency) now incorporated into the IPS
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. 'Non-cashable' VFM gains include most quality improvements
WAVES	Witness and Victim Satisfaction Survey
YOT	Youth Offending Team (local partnerships bringing together bodies such as the police, probation, local authority services)

<sup>47</sup> See DCLG on page 133.

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