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Northern Ireland Office

Departmental Report 2007

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/ PUBLIC PROSECUTION SERVICE

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Northern Ireland Office 2007 Departmental Report

Presented to Parliament by the Secretary of State for Northern Ireland

By Command of Her Majesty

May 2007

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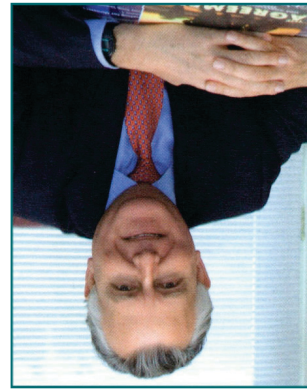
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Foreword

By The Right Honourable Peter Hain, MP,
Secretary Of State For Northern Ireland



I am pleased to present to Parliament the Northern Ireland Office Departmental Report for 2006/07 and would like to take this opportunity to personally thank staff throughout the NIO as well as my Ministerial Team for their extremely hard work throughout this crucial period.

We have seen many significant developments this year on a wide range of issues, including vital work on tackling organised criminality, ongoing criminal justice reform, increased community support for policing as well as important steps forward on the "bread and butter" issues such as continuing to improve the standard of education for our children, the reduction in hospital waiting lists and progress on reducing the burden of over administration to free up funds for front line services.

But the most important developments of all have been on the political front. The extent of political progress in Northern Ireland is a remarkable story by any standards. It is only possible to tell it at all because of the astonishing tenacity of the Prime Minister and the Taoiseach, and the Secretaries of State who have gone before me, in relentlessly pursuing lasting peace and stability in Northern Ireland. The Good Friday Agreement had set out the path to long-term peace and political stability back in 1998 but since then the power sharing Assembly and Executive had functioned only sporadically and has never been fully effective.

During the past year the Government maintained its focus and commitment towards the restoration of the devolved institutions. Political discussions culminated in talks at St Andrews in Scotland in October. The St Andrews Agreement established the twin pillars of support for policing and the rule of law across the whole community and power sharing on a fair and equitable basis at the heart of a new Assembly. Since then the two Governments have been in discussions with the parties to translate the vision of that agreement into a political reality.

The momentous events on 26 March 2007 signalled that it is now time for Northern Ireland to move forward into a new era with the restoration of power sharing on 8 May 2007.

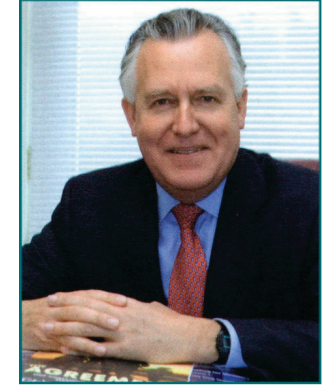
This political settlement will provide the new devolved administration with a solid foundation giving it a degree of stability lacking in the past. It will also provide for a more robust and stable settlement, precisely because it is grounded in local agreement. This has been a victory of the power of politics over bigotry and bitterness and one that I and my Ministers are committed to support in every way we can.

Northern Ireland is best served under its new devolved government, with locally accountable Ministers taking control, making important decisions and co-operating in the interests of the people of Northern Ireland.

There are still many challenges that Northern Ireland continues to face but I am proud of the role that the Government has played in bringing Northern Ireland to this point and I look forward to what I hope will be a more settled period as the political parties work together to deliver a stable and lasting government.

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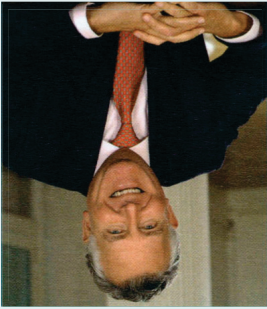




Northern Ireland Office Ministerial Responsibilities

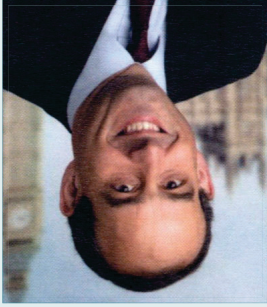
Secretary of State for Northern Ireland
The Rt Hon Peter Hain MP

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



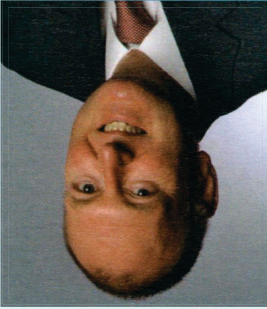
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David Hanson MP

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- Equality, Human Rights, Elections
- Department for Social Development
- Office of the First Minister and Deputy First Minister
- Department of Finance and Personnel.



Parliamentary Under-Secretary of State
Paul Goggins MP


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



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Parliamentary Under-Secretary of State

Maria Eagle MP

- Department of Education
- Department of Enterprise, Trade and Investment
- Department for Employment and Learning
- Department of Culture, Arts and Leisure
- Minister for Children.



Parliamentary Under-Secretary of State

David Cairns MP

- Department of the Environment
- Department of Agriculture and Rural Development
- Department of Regional Development.

Northern Ireland Spokesperson in the House of Lords

Rt Hon Lord Rooker



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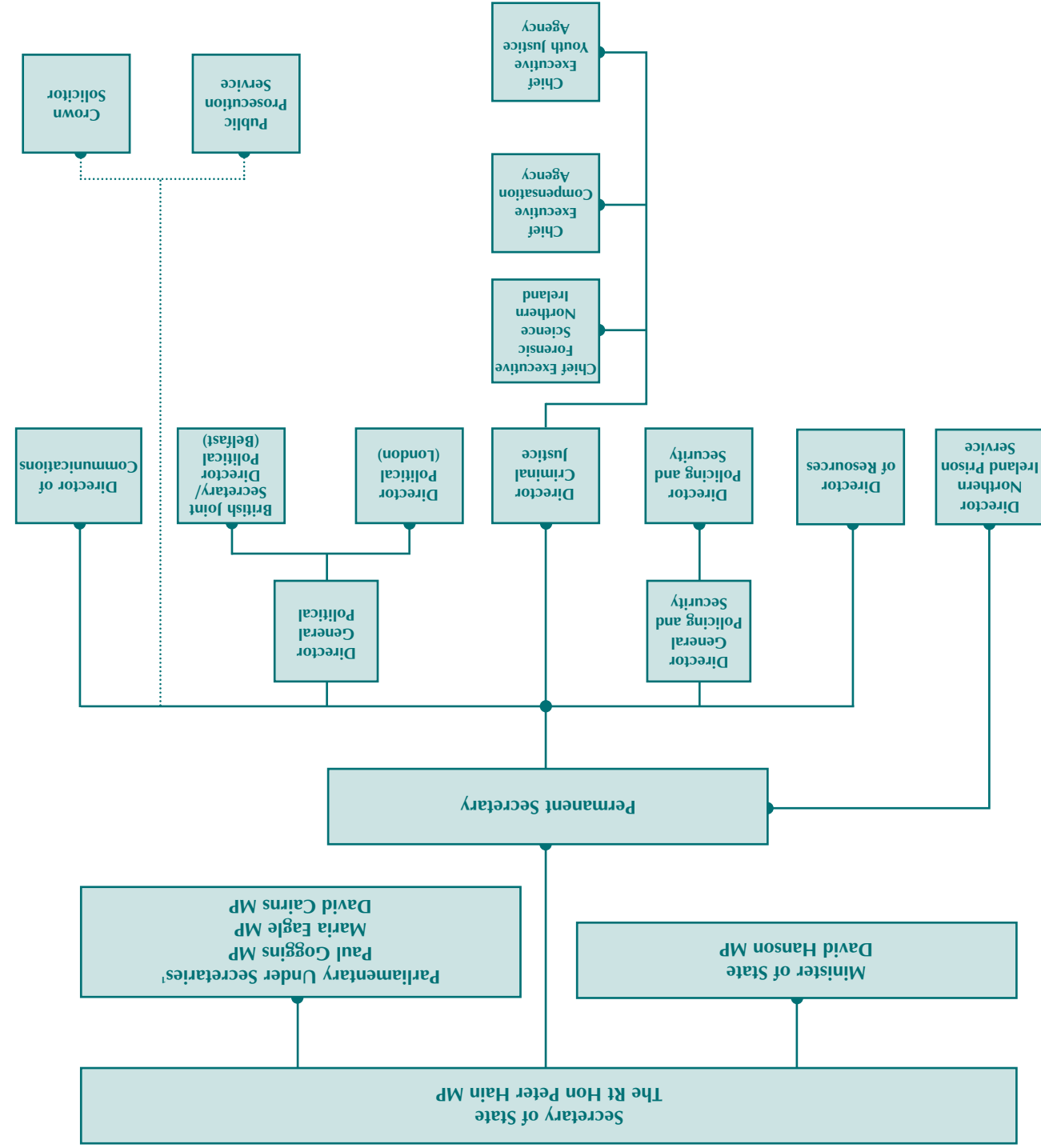
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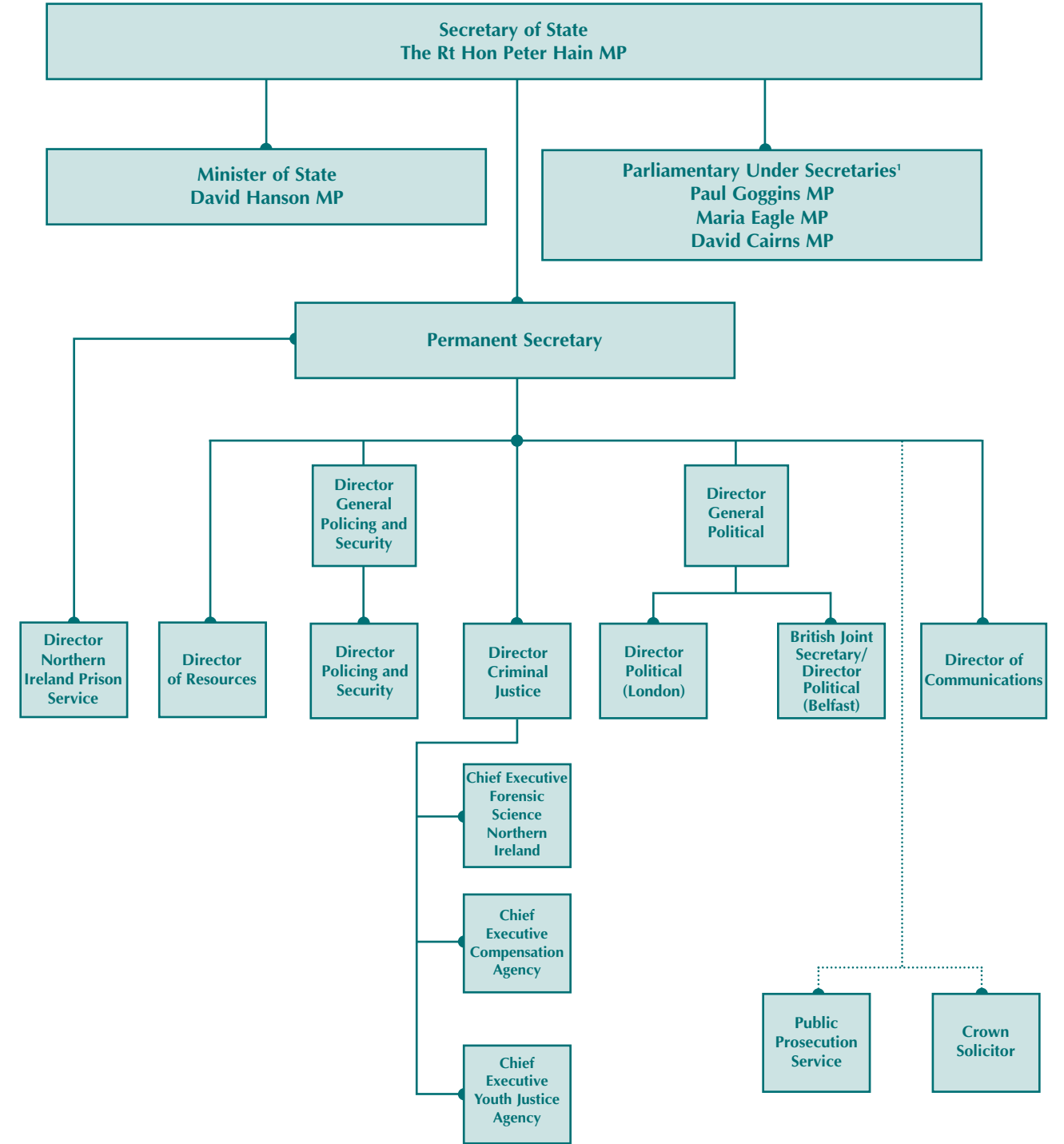
Northern Ireland Spokesperson in the House of Lords
Rt Hon Lord Rooker

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

Structure of the Northern Ireland Office



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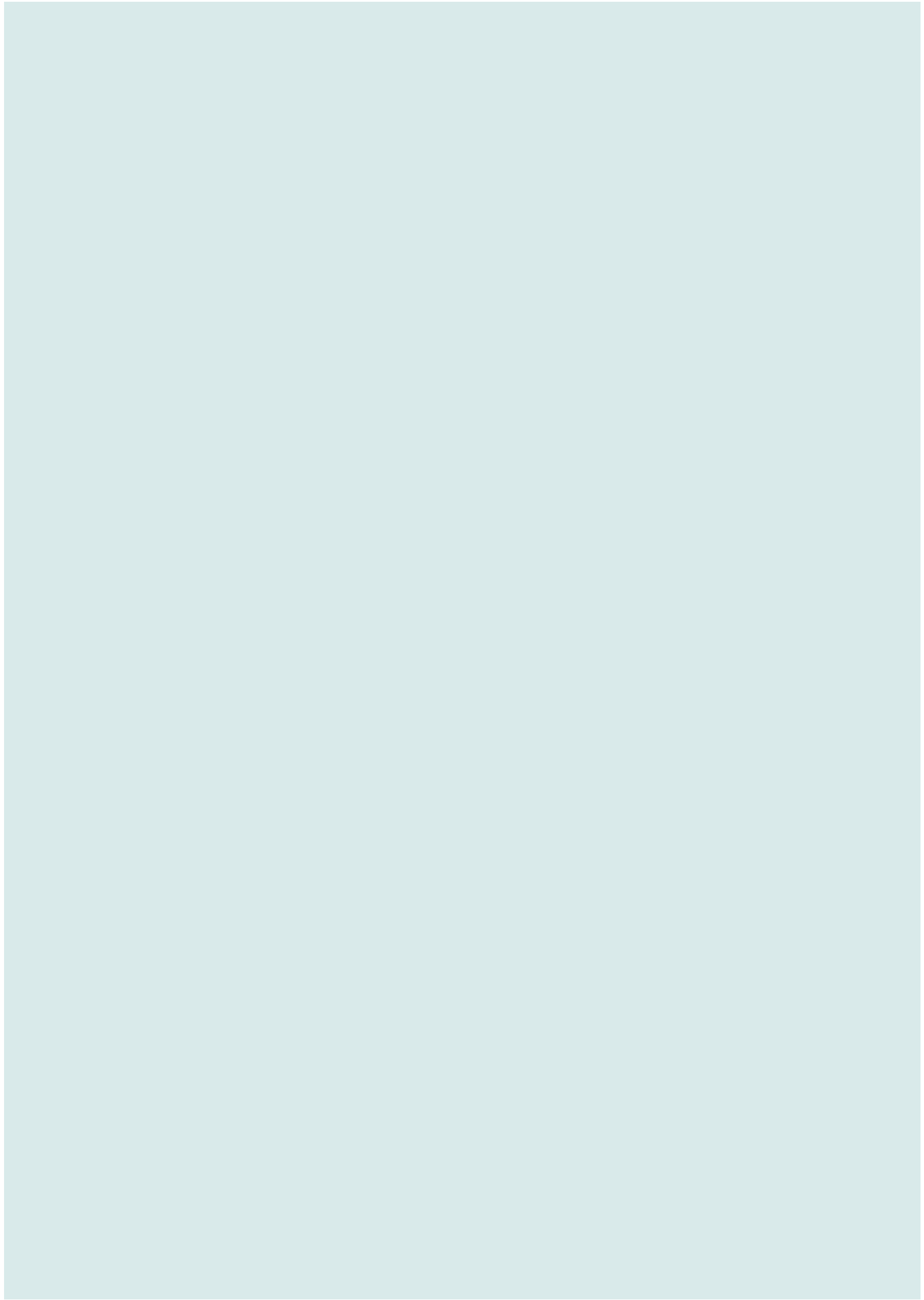
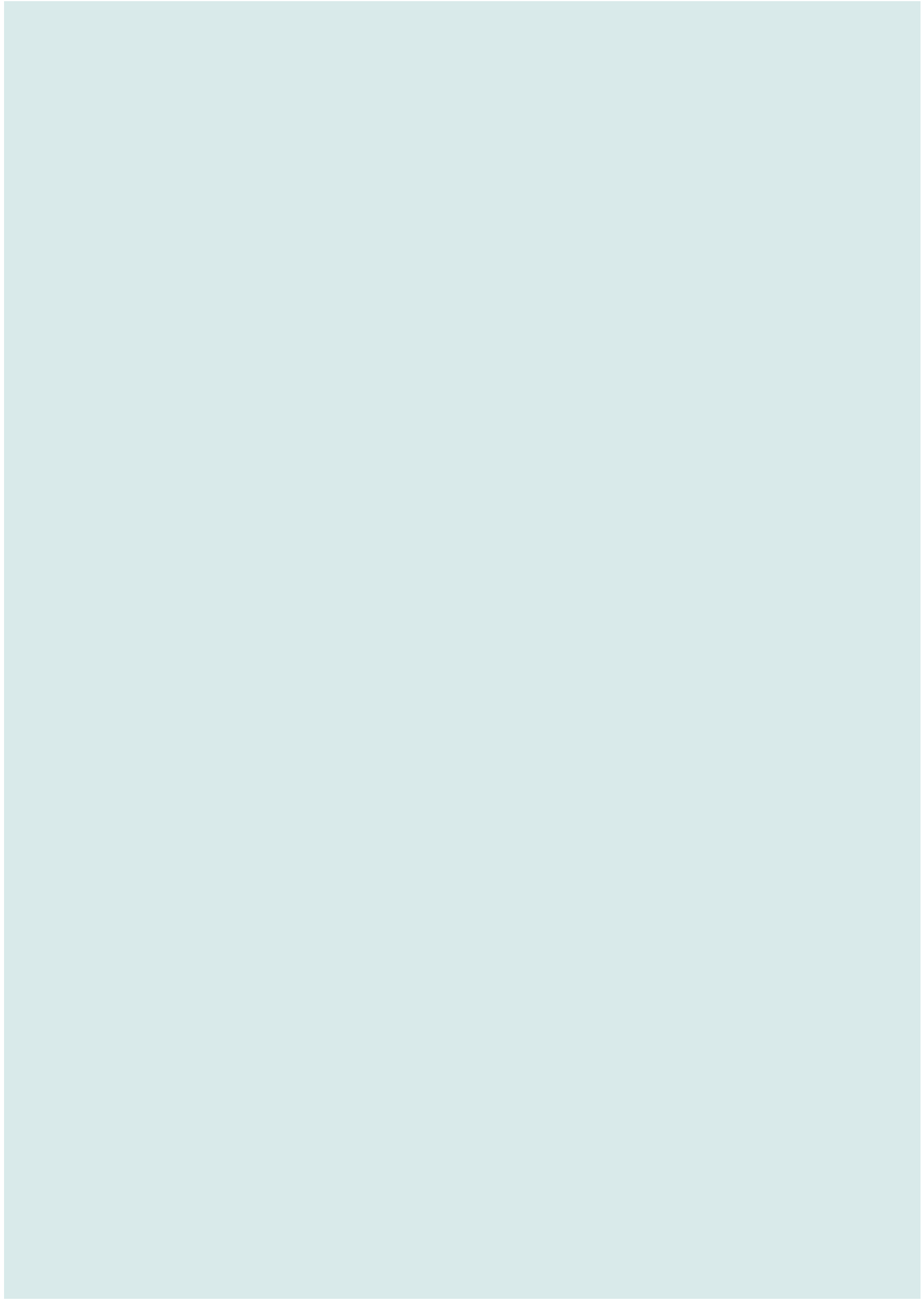
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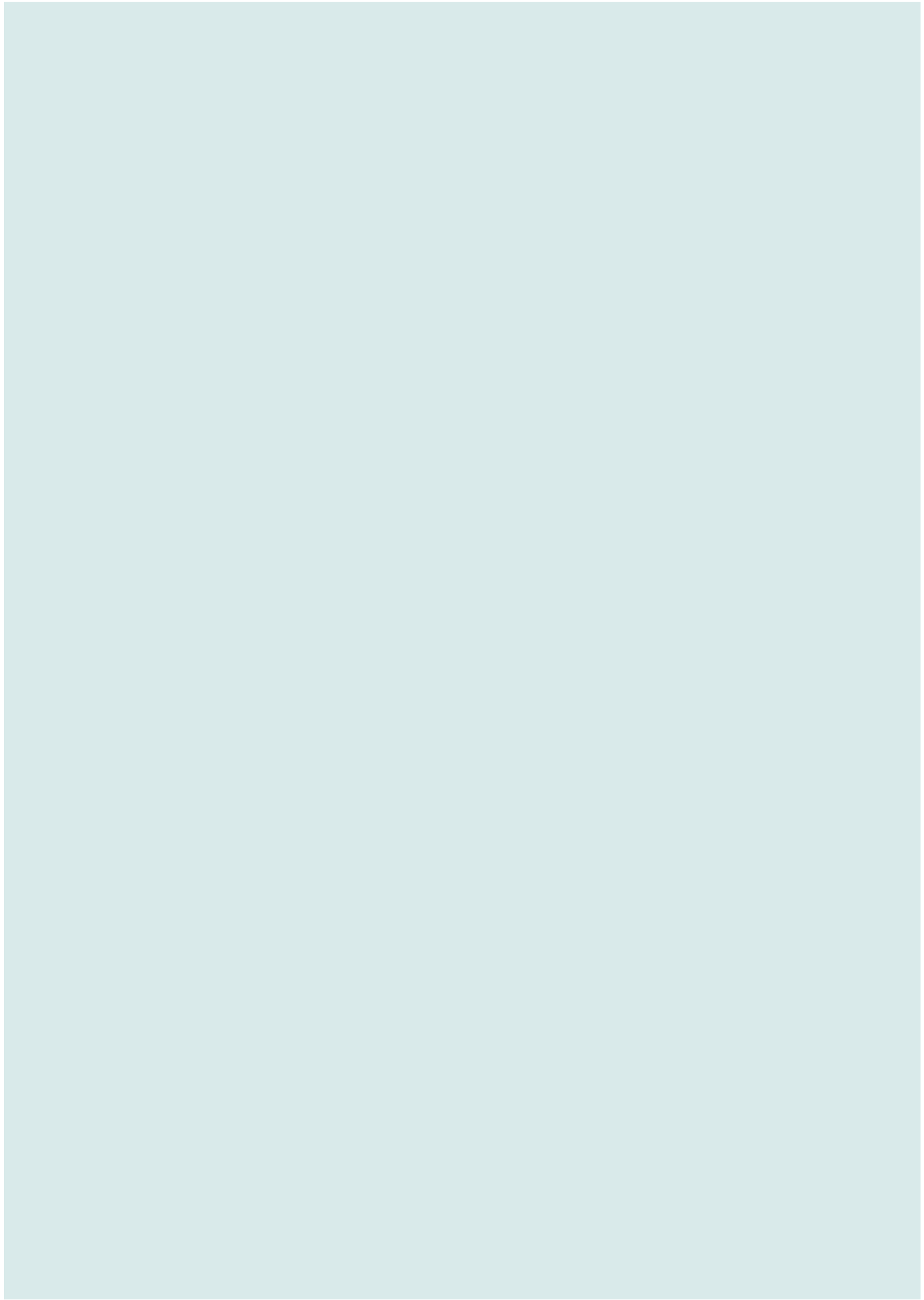
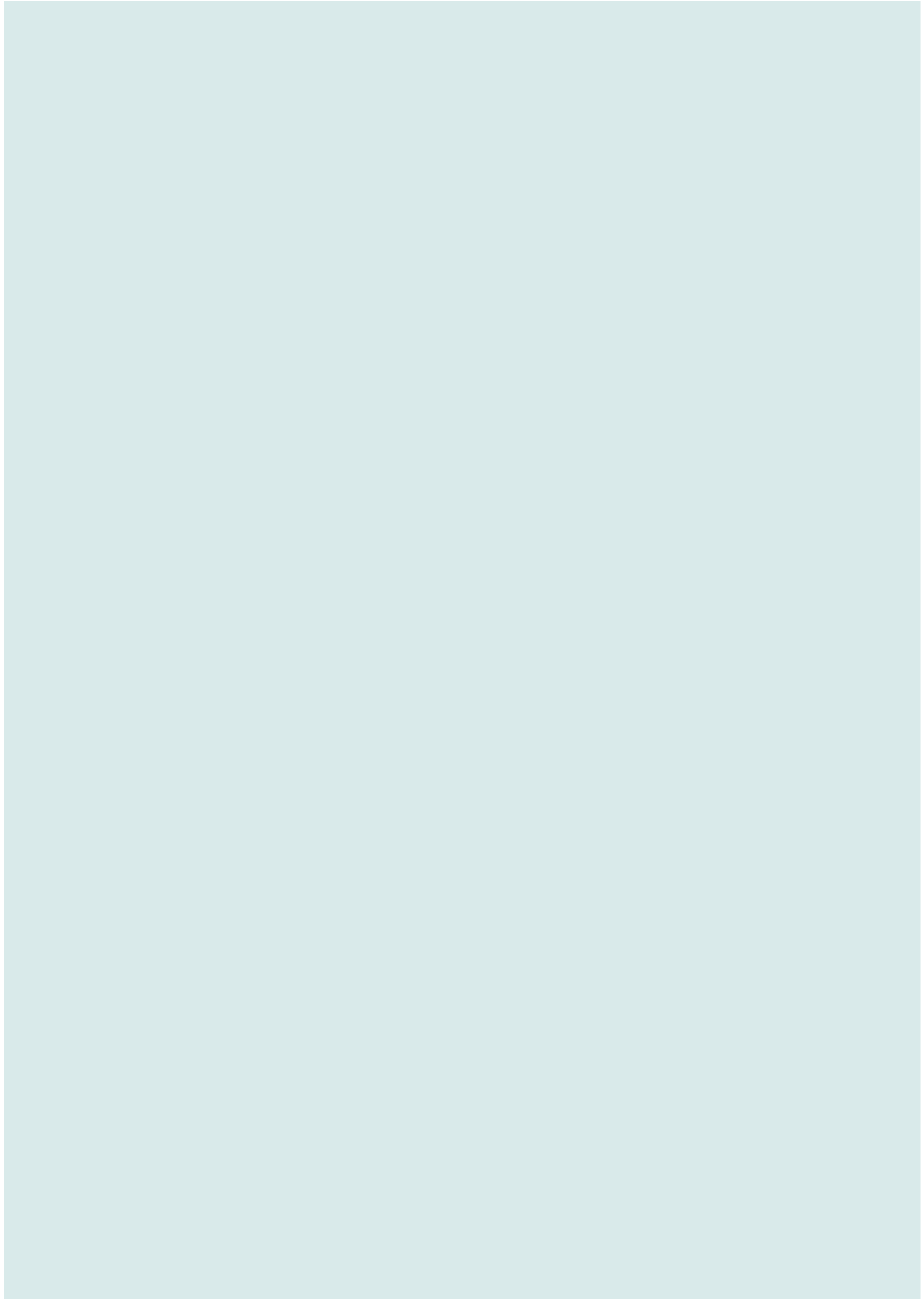


Structure and Functions

Chapter One

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Structure and Functions



1.5 Subject to Ministerial agreement the

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

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

- Strategic and business planning for the Department and targets in the Departmental Business Plan
- Performance against PSA targets and the objectives and targets in the Departmental Business Plan
- Financial planning and management
- Human resource policy and operational issues
- Training and development
- Risk management
- Departmental change programmes.

Departmental Audit Committee

Role of the Audit Committee

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

1 Paul Priestly transferred to OFMDFM on 16 March 2007 and was succeeded by Anthony Harbinson.

2 Oswyn Paulin transferred to NI Court Service on 16 February 2007 and was succeeded by Jim Conn.

Introduction

1.1 The Secretary of State for Northern Ireland has overall responsibility for the government of Northern

Ireland. He is assisted in this role by a Minister of State and three Parliamentary Under Secretaries of State. This report relates to the Northern Ireland Office only and its handling of matters “excepted” and “reserved” to the United Kingdom Parliament as set out in the Northern Ireland Act 1998. The NIO website is <http://www.nio.gov.uk>.

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

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

1.4 The Board is made up as follows:

- Jonathan Phillips – Permanent Secretary (Chairman)
- Robert Hannigan – Director General, Political
- Nick Perry – Director General, Policing and Security
- Stephen Leach – Director, Criminal Justice
- Carol Moore – Director, Policing and Security
- Robin Masefield – Director, Northern Ireland Prison Service
- Chris Maccabe – Director, Political (Belfast)
- Hilary Jackson – Director, Political (London)
- Anthony Harbinson¹ – Director of Resources
- David Brooker – Director of Communications
- Jim Conn² – Crown Solicitor
- Rotha Johnston – Non-executive Director
- John King – Non-executive Director and Chair of the Departmental Audit Committee.

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Membership

Chairman:	The Chair of the Committee is a non-executive director – John King.
Members:	Three Directors who are also Board members – currently:- <ul style="list-style-type: none"> ■ Political Director, Belfast ■ Director of Policing and Security ■ Director, Northern Ireland Prison Service A second non-executive director.
Attendees:	Director of Resources Head of Financial Services Division Senior Member, Northern Ireland Audit Office Head of Internal Audit.

Scope

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

Frequency of Meetings

1.9 The Audit Committee meets at least three times per year, usually February/March, May/June and October/ November.

Remuneration Committees

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

Core Department and Associated Bodies

1.11 The Northern Ireland Office consists of a core department, made up of five separate but integrated functions. The five core directorates are:-

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

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

- Executive Agencies and Analogues
- Public Bodies, including Non-Departmental Public Bodies (Executive, Advisory and Tribunal), Independent Monitoring Boards, Independent Statutory Bodies, and International Bodies.

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

Executive Agencies

1.14 The Northern Ireland Office has four executive agencies:-

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

1.15 These bodies have the least organisational independence, since they form part of the NIO and are intended to deliver services directly on behalf of central government. They are for the most part staffed by civil servants (who are members of the Northern Ireland Office). They normally operate within a framework document determined by the Secretary of State or responsible Minister. This overall strategic framework sets

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Attendees:	Director of Resources Head of Financial Services Division Senior Member, Northern Ireland Audit Office Head of Internal Audit.

Membership

- Independent Assessor for Police Service Northern Ireland Recruitment Vetting
 - Office of the Policing Oversight Commissioner.
- ### Tribunal
- Criminal Injuries Compensation Appeals Panel for Northern Ireland.

Independent Monitoring Boards

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

Other Public Body

- Chief Electoral Office.

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

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

1.21 Typically NDPBs are funded through grant-in-aid, which removes them from the administration cost controls which apply to the Department. However, since it would not be sensible for very small NDPBs to have the full grant-in-aid apparatus, such bodies as the Independent Assessor for Military Complaints Procedures and the Civil Service Commissioners for Northern Ireland are funded through core NIO expenditure. Similarly, while NDPBs are normally responsible for their own

out the primary purpose of the body and its strategic priorities through annual corporate and business plans.

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

Analogue – The Law Offices

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

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

1.18 The Department's NDPBs are:-

- ### Executive
- Criminal Justice Inspection Northern Ireland
 - Equality Commission for Northern Ireland
 - Northern Ireland Human Rights Commission
 - Northern Ireland Police Fund
 - Northern Ireland Policing Board
 - Parades Commission for Northern Ireland
 - Police Ombudsman for Northern Ireland
 - Probation Board for Northern Ireland
 - Royal Ulster Constabulary George Cross Foundation.
- ### Advisory
- Boundary Commission for Northern Ireland
 - Independent Assessor for Military Complaints Procedures

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out the primary purpose of the body and its strategic priorities through annual corporate and business plans.

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Other Public Body

- Chief Electoral Office.

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

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

1.21 Typically NDPBs are funded through grant-in-aid, which removes them from the administration cost controls which apply to the Department. However, since it would not be sensible for very small NDPBs to have the full grant-in-aid apparatus, such bodies as the Independent Assessor for Military Complaints Procedures and the Civil Service Commissioners for Northern Ireland are funded through core NIO expenditure. Similarly, while NDPBs are normally responsible for their own

personnel and recruitment, the smaller ones use the Department to recruit, appoint and pay staff on their behalf.

Independent Statutory Bodies

1.22 The Department's independent statutory bodies are:-

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

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

International Bodies

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

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

Public Appointments

1.25 At 31 March 2007, the Northern Ireland Office was responsible for making 105 appointments to NDPBs, 52 appointments to three Independent Monitoring Boards, plus one further appointment to the Chief Electoral Office for Northern Ireland. Detailed information about all Northern Ireland Office public bodies and those holding public appointments at 31 March 2006, with details of terms of office, gender and remuneration can be viewed at http://www.nio.gov.uk/public_appointments_nio_annual_report_2005-06.pdf. The report also contains an analysis of applications received and

appointments made to Northern Ireland Office public bodies during the year 1 April 2005 to 31 March 2006. Similar information at 31 March 2007 will be placed on the same NIO web-site in mid 2007.

1.26 Similar information at 31 March 2006 for the Northern Ireland departments can be found in the Public Appointments Annual Report 2005/06 (Volumes 1 and 2) which was published in October 2006. Copies are available from Central Appointments Unit, Block E, Level 4, Castle Buildings, Belfast BT4 3SR and on the Internet at www.ofmdfmi.gov.uk/publicappts/.

Public Appointments Plan 2008-10

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

1.28 To encourage applications from as wide a base as possible, Northern Ireland Office public appointment opportunities are made available to the public in a number of ways. Since 1998, the Northern Ireland Office has contributed to an advance six monthly list of Northern Ireland public appointment vacancies which is circulated twice yearly to 140 community groups, representing women, young people, disabled people, ethnic groups and groups representing grass-roots interests. The list is also sent to 1400 individuals who have expressed an interest in applying for public appointments in Northern Ireland and to just over 300 individuals who have applied unsuccessfully for recent Northern Ireland Office public appointments and have asked to be kept informed of opportunities. In addition to advertisement in national, provincial and local newspapers, opportunities are also placed on the web-sites of the Northern Ireland Office, Northern Ireland administration and Cabinet Office. Information packs and application forms in alternative formats, including Braille, can be provided on request.

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Independent Statutory Bodies

personnel and recruitment, the smaller ones use the Department to recruit, appoint and pay staff on their behalf.

	2007/08	2008/09	2009/10
Women	41%	43%	45%
Ethnic Minorities	1.5%	1.5%	1.5%
Disabled People	5%	6%	7%

Table 1.2: Diversity Targets

1.31 The Northern Ireland Office will continue to monitor the proportions of women, people from ethnic minority backgrounds³ and disabled people applying for public appointments and take further steps to encourage applications from under-represented groups. The Northern Ireland Office's diversity targets for the next three years are as follows:

	2003/04	2004/05	2005/06	2006/07*
Total number of appointments	149	172	178	158
Women	58 (39%)	61 (35.5%)	64 (36%)	61 (38.6%)
Ethnic Minorities	2 (1.4%)	4 (2.3%)	5 (2.8%)	5 (3.2%)
Disabled People	3 (2%)	5 (2.9%)	6 (3.4%)	7 (4.4%)

Recent Progress against Targets

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

1.30 The level of female representation on Northern Ireland Office public bodies at 31 March 2007 increased from 36% to 39%. The previous year had seen 27 new appointments, eleven of whom were women (41%), to seven public bodies. Most significantly, the year saw a marked increase in the number of women, both political and independent, sitting on the Northern Ireland Policing Board and more recently on the Parades Commission for Northern Ireland, both very high profile public bodies. Progress over the last four years is set out in the following table:

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Future Plans

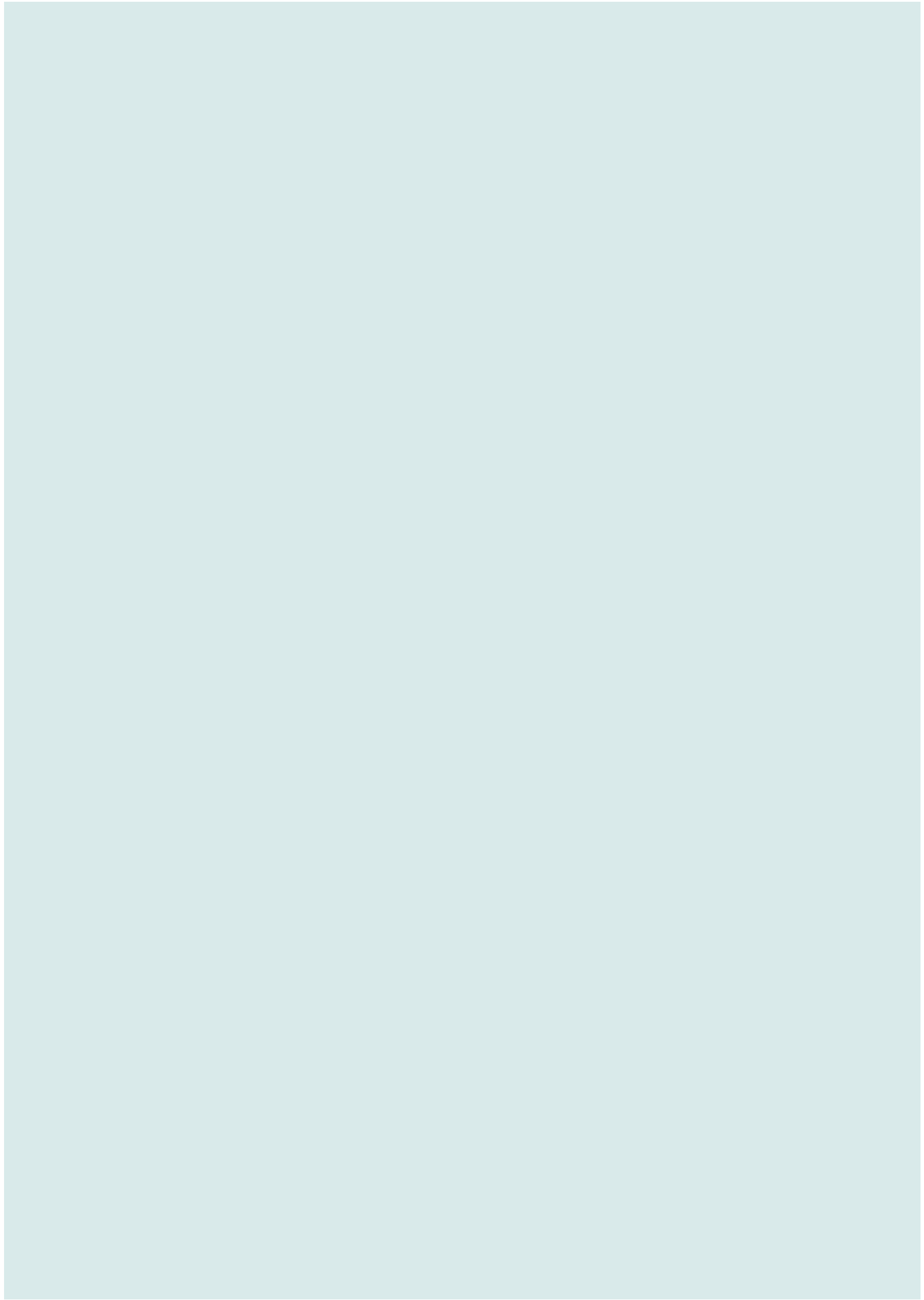
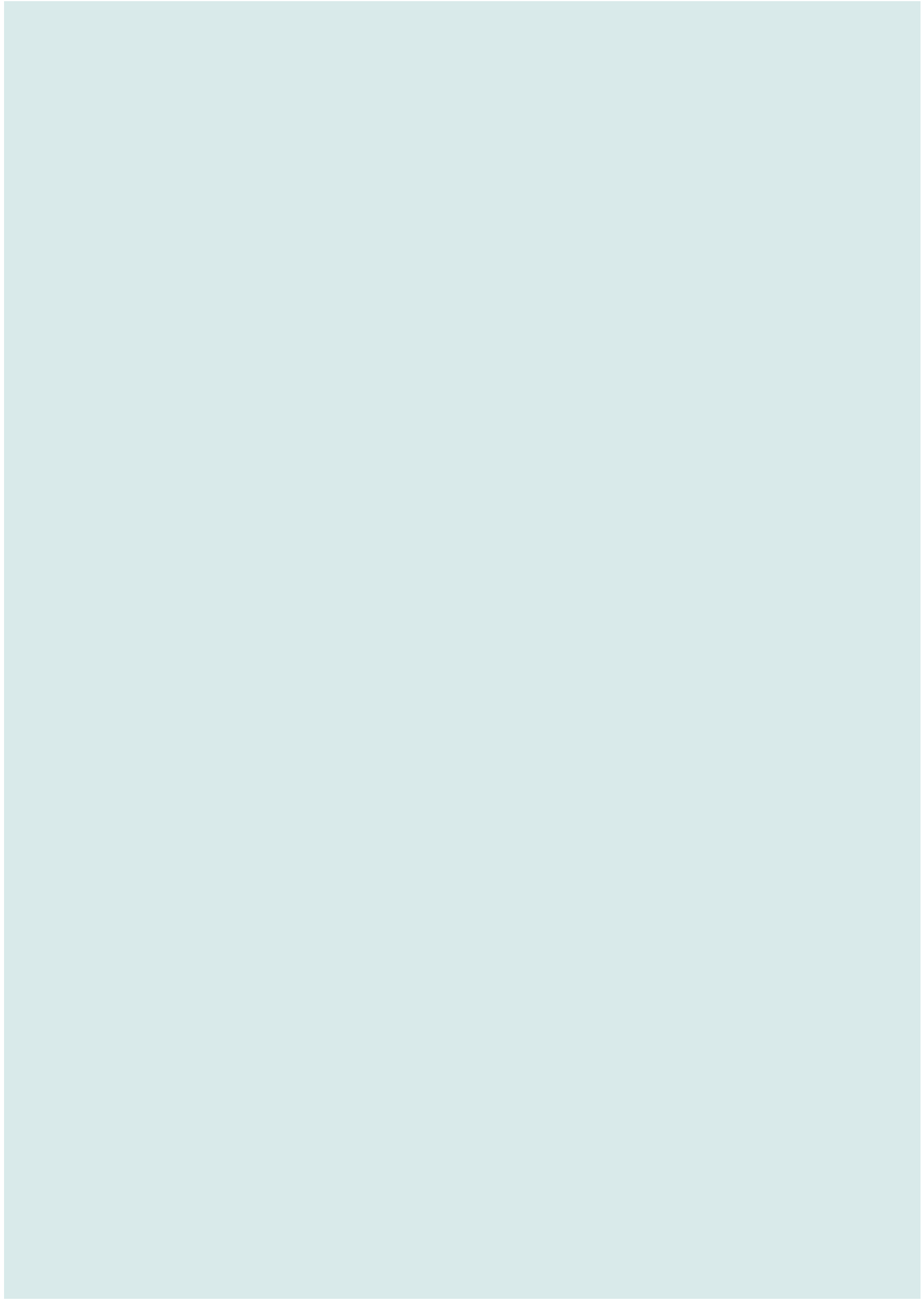
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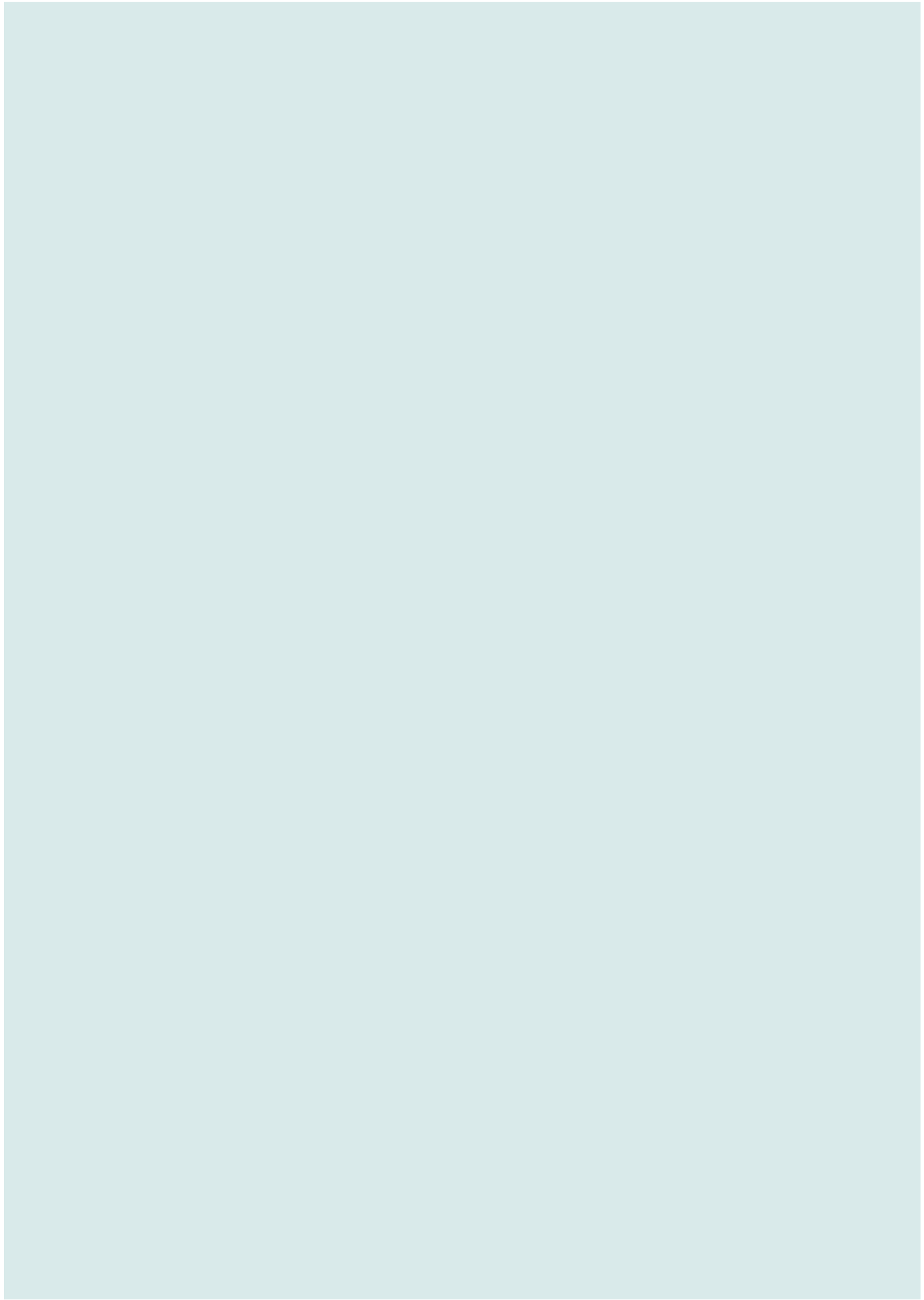
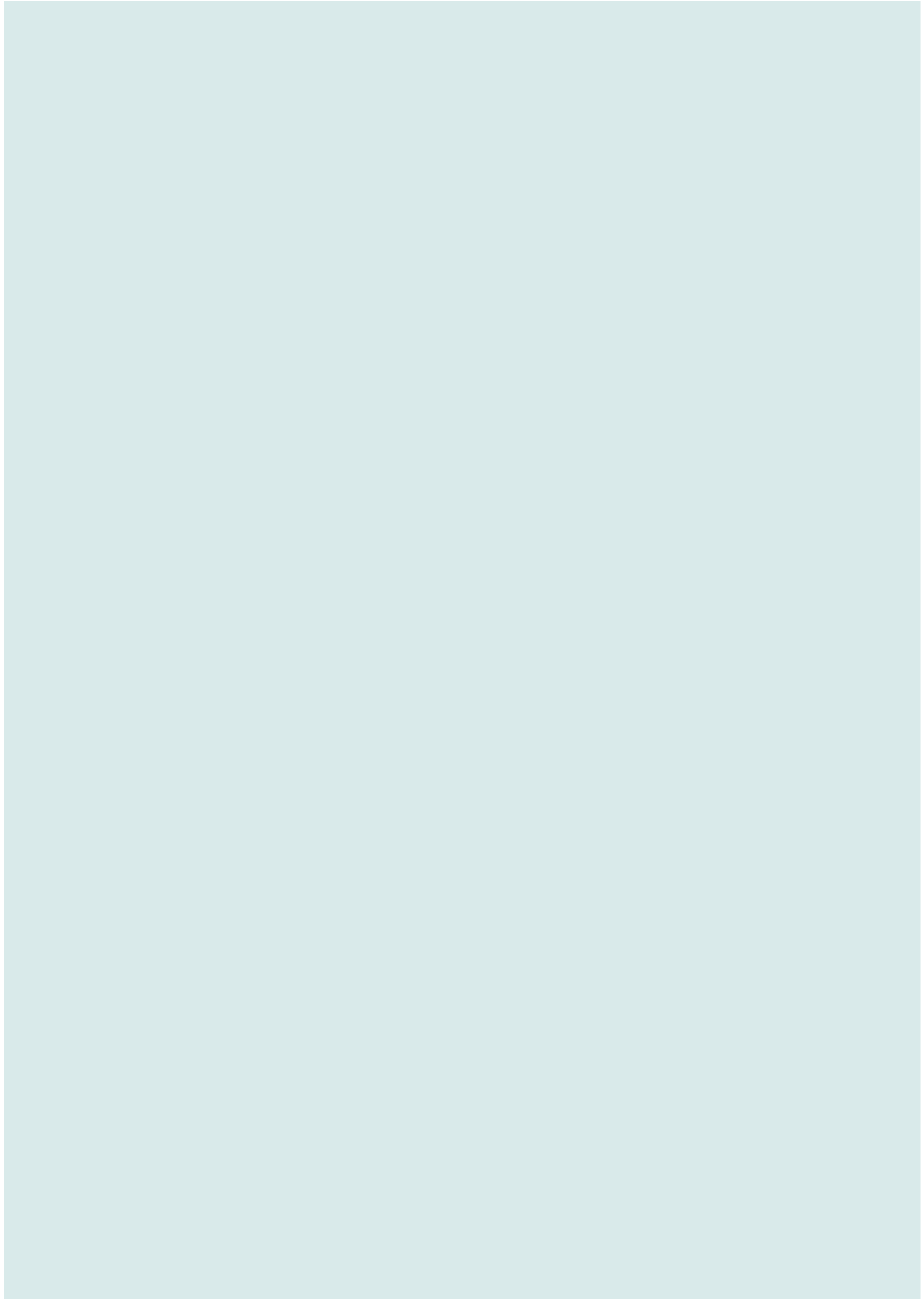


Chapter Two

Planning and Resources

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Planning NIO's Delivery of Public Services

- Elections
- Legal and forensic services
- European Union peace and reconciliation projects
- Northern Ireland Human Rights Commission
- Public Inquiries
- NIO (central) administration.

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

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

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

Public Service Agreement

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

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

Introduction

2.1 In common with other government departments, Parliament grants the NIO the resources it needs to meet its key tasks and priorities. The mechanism which determines the Department's priorities and the level of resources needed is the spending review, normally conducted by the Treasury usually every two years. Arising from the spending review process the NIO publishes a Public Service Agreement (PSA) which sets out its strategic objectives and targets for the three year period of the spending review.

2.2 The 2002 Spending Review (SR2002) period spanned the three financial years from April 2003 to March 2006 and overlapped with the 2004 Spending Review (SR2004) period which runs from April 2005 to March 2008. As part of the SR2004 process, the NIO's SR2002 targets were refined and improved to make them smarter and more meaningful and to ensure that they complied with audit requirements. This report deals with performance during the second year of the SR2004 period.

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

Resources and Priorities

2.4 The NIO's budget for 2006/07 was £1.6 billion. Table 2.1 overleaf and Tables 1 to 4 in Appendix F show the resources allocated to the various operational directorates, agencies, legal offices and non departmental public bodies.

2.5 The main tasks the 2006/07 programme provided for are set out below:-

- The political process
- Policing and police reform
- Security, including services in support of the security forces
- Prison services
- Compensation for criminal damage and injuries
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Evolution of SR2004 Objectives and Targets

2.9 The NIO's first PSA which was developed as part of SR2000 identified the key aspects of the Department's business as seven objectives which spanned politics, security and policing, the criminal justice system and value for money. The SR2000 PSA had at least one target associated with most of these objectives resulting in the Department having nine PSA targets. When considering how the Department could properly be held to account in relation to its SR2002 PSA, it became clear that nine targets did not represent a particularly good focus on the key business. Indeed different aspects of several of the targets covered more than one objective. Therefore, whilst all the original seven objectives were retained subject to minor modification to tighten the wording and to reflect changes in political and security environment, the targets were reduced to four key areas in SR2002.

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

Technical Note

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

Table 2.1 – Breakdown of Northern Ireland Office Expenditure.

Expenditure Classified as DEL	Chapter	2007-08 Resource £000			2007-08 Capital £000	Staff Numbers ²	2006-07 Estimated Resource Outturn £000	2005-06 Resource Outturn £000
		Admin	Prog	Total				
Political Directorate	4	6,581	7,428	14,009	386	45,494	32,483	
Policing and Security Directorate	5	6,159	21,384	27,543	73	25,501	27,608	
Criminal Justice Directorate	6	6,527	18,426	24,953	9,813	26,842	25,301	
Information Services Directorate	8	2,066	0	2,066	25	2,190	1,771	
Central Services Directorate ¹	7	35,359	2,001	37,360	5,124	50,565	28,124	
Northern Ireland Prison Service	9	16,580	117,193	133,773	20,885	138,757	129,349	
Compensation Agency	10	0	27,904	27,904	24	41,595	45,099	
Forensic Science Northern Ireland	11	552	0	552	334	1,437	1,042	
Crown Solicitor's Office	14	1,273	11	1,284	77	1,185	926	
Public Prosecution Service	13	2,959	28,846	31,805	318	34,364	25,135	
Criminal Injuries Compensation Appeals Panel for Northern Ireland	6	447	208	655	5	689	547	
Youth Justice Agency	12	0	17,531	17,531	0	28,929	18,970	
Civil Service Commissioners for Northern Ireland	7	321	0	321	2	321	349	
Police Service for Northern Ireland	5	0	797,817	797,817	34,447	847,736	822,929	
Probation Board for Northern Ireland	6	0	14,817	14,817	0	15,719	15,545	
Police Ombudsman for Northern Ireland	5	0	8,614	8,614	400	8,506	8,033	
Total		78,824	1,062,180	1,141,004	71,913	1,266,830	1,183,211	

Notes

1. Includes £5,000k Departmental Unallocated Provision (DUP) for 2007/08.
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- The Departmental Business Plan is augmented by a corporate risk register which is regularly reviewed by the Departmental Board
 - A comprehensive risk policy document and a practical guide to risk management have been produced and circulated
 - The development of a risk management website page on the NIONet.
- 2.15** Understanding and making informed decisions about risk is fundamental to the effective delivery of the Department's policies and services.

Departmental Investment Strategy

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

Business Planning Process

2.12 The business planning process begins in October with the Departmental Board providing a strategic framework for the Department. The individual directorates and divisions consider what needs to be accomplished in the coming year to support delivery of the Department's strategic objectives and the PSA. The Board approves these contributions in March as a Departmental Business Plan, which then forms the central planning tool for the incoming business year. This provides a strategic framework in which all directorate, divisional and other operational plans, in many cases down to individual performance plans, are structured to ensure contribution to the achievement of Departmental objectives.

Risk Management

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

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

- The Departmental Business Plan is augmented by a corporate risk register which is regularly reviewed by the Departmental Board
 - A comprehensive risk policy document and a practical guide to risk management have been produced and circulated
 - The development of a risk management website page on the NIONet.
- 2.15** Understanding and making informed decisions about risk is fundamental to the effective delivery of the Department's policies and services.

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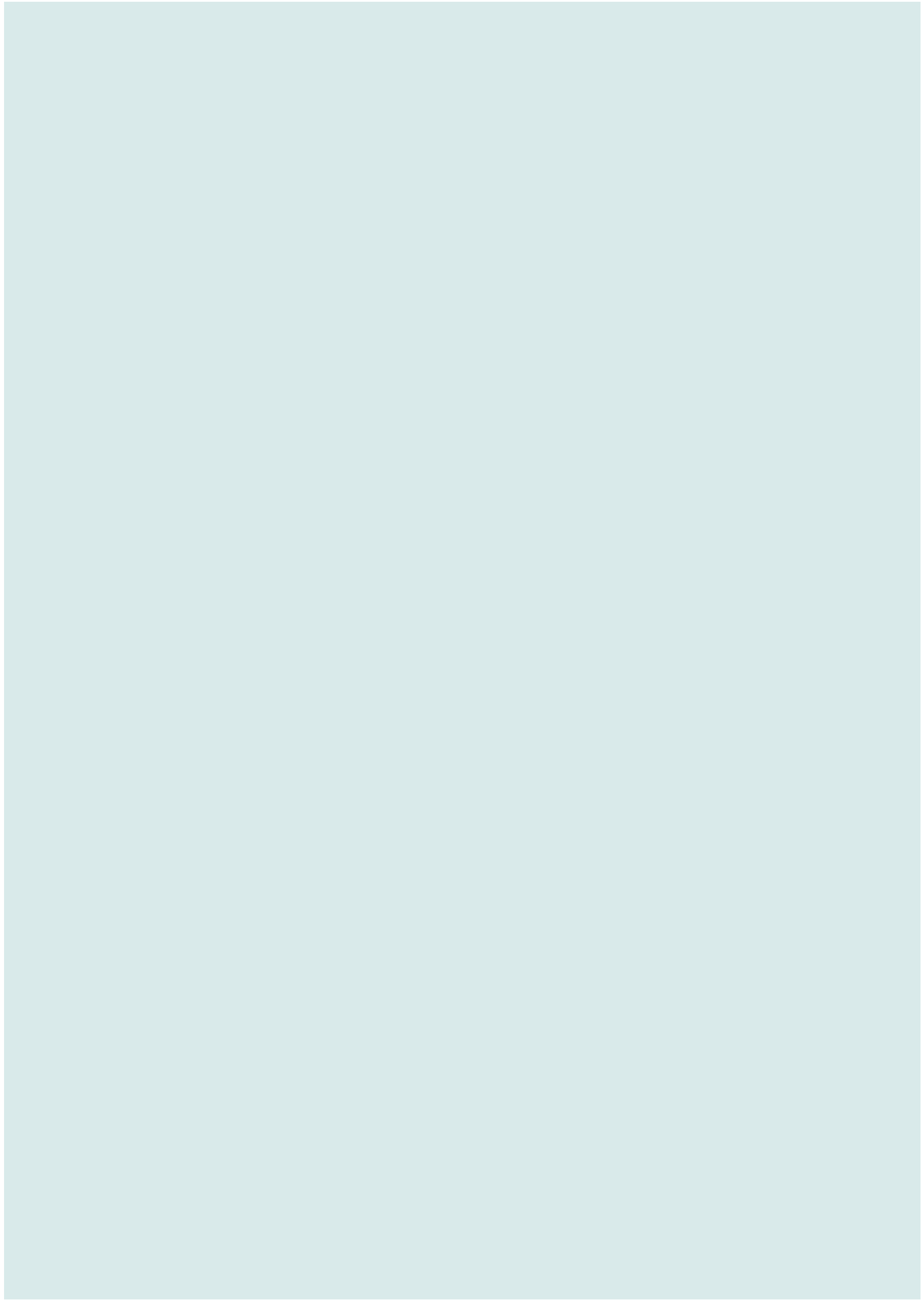
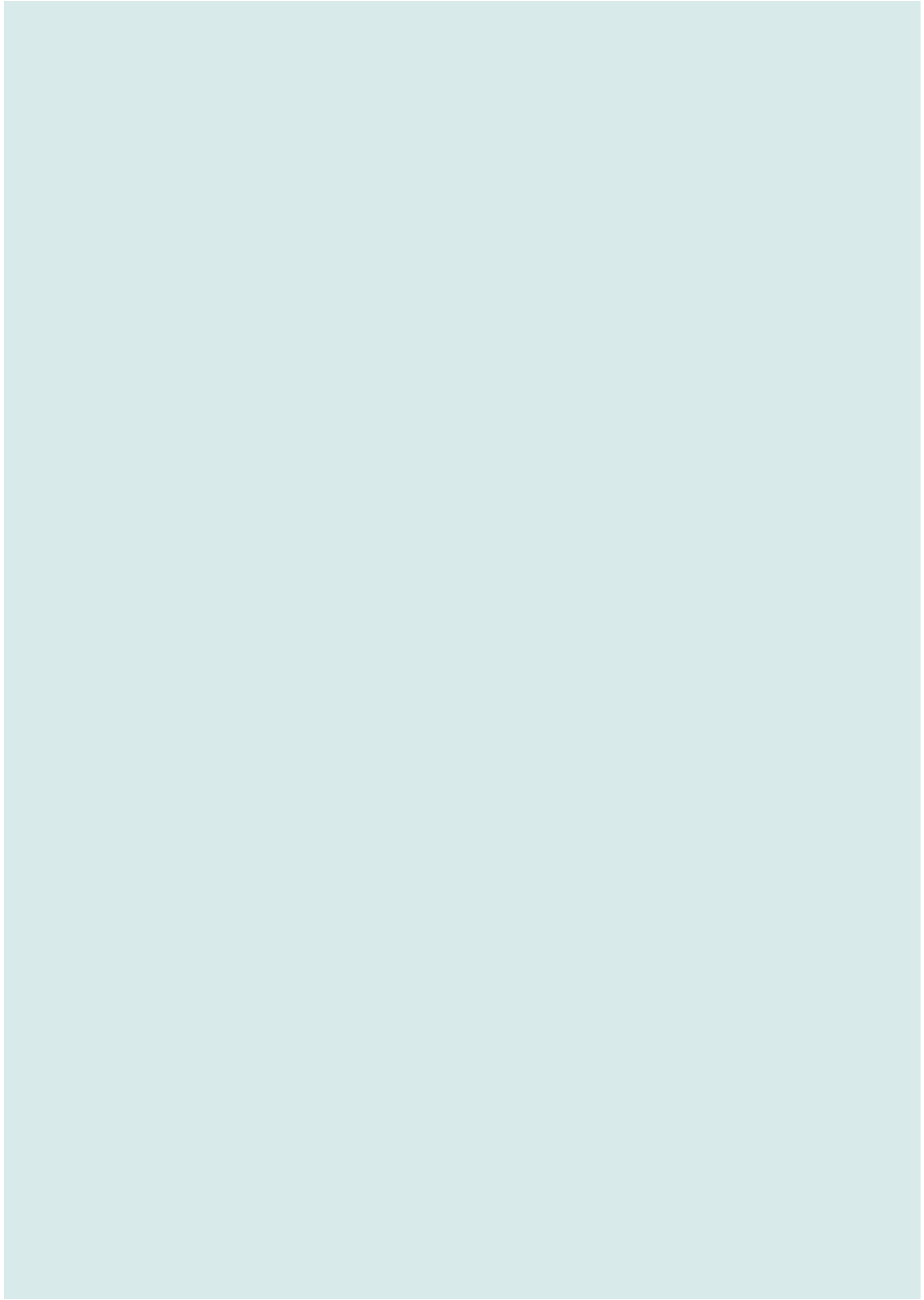
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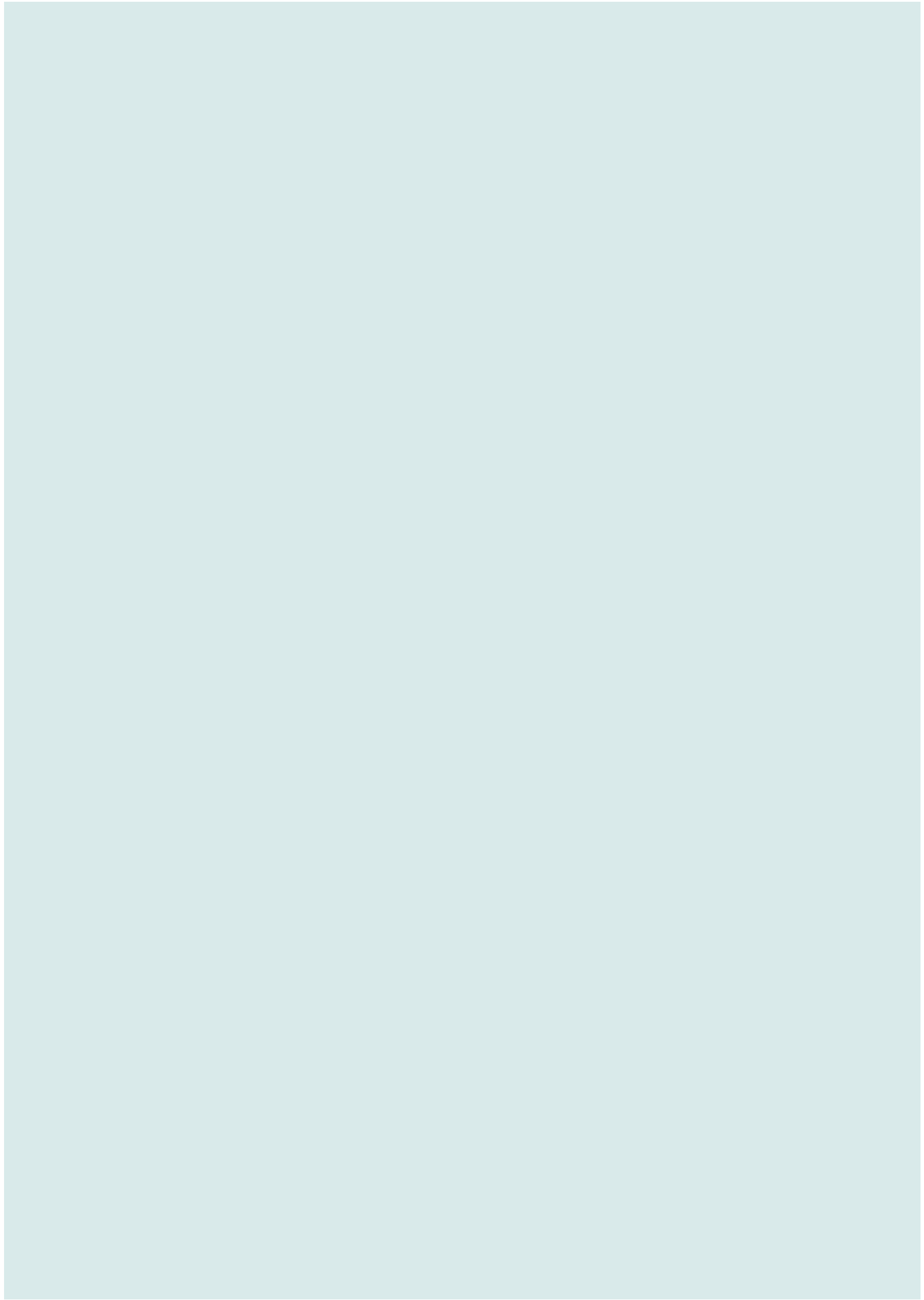
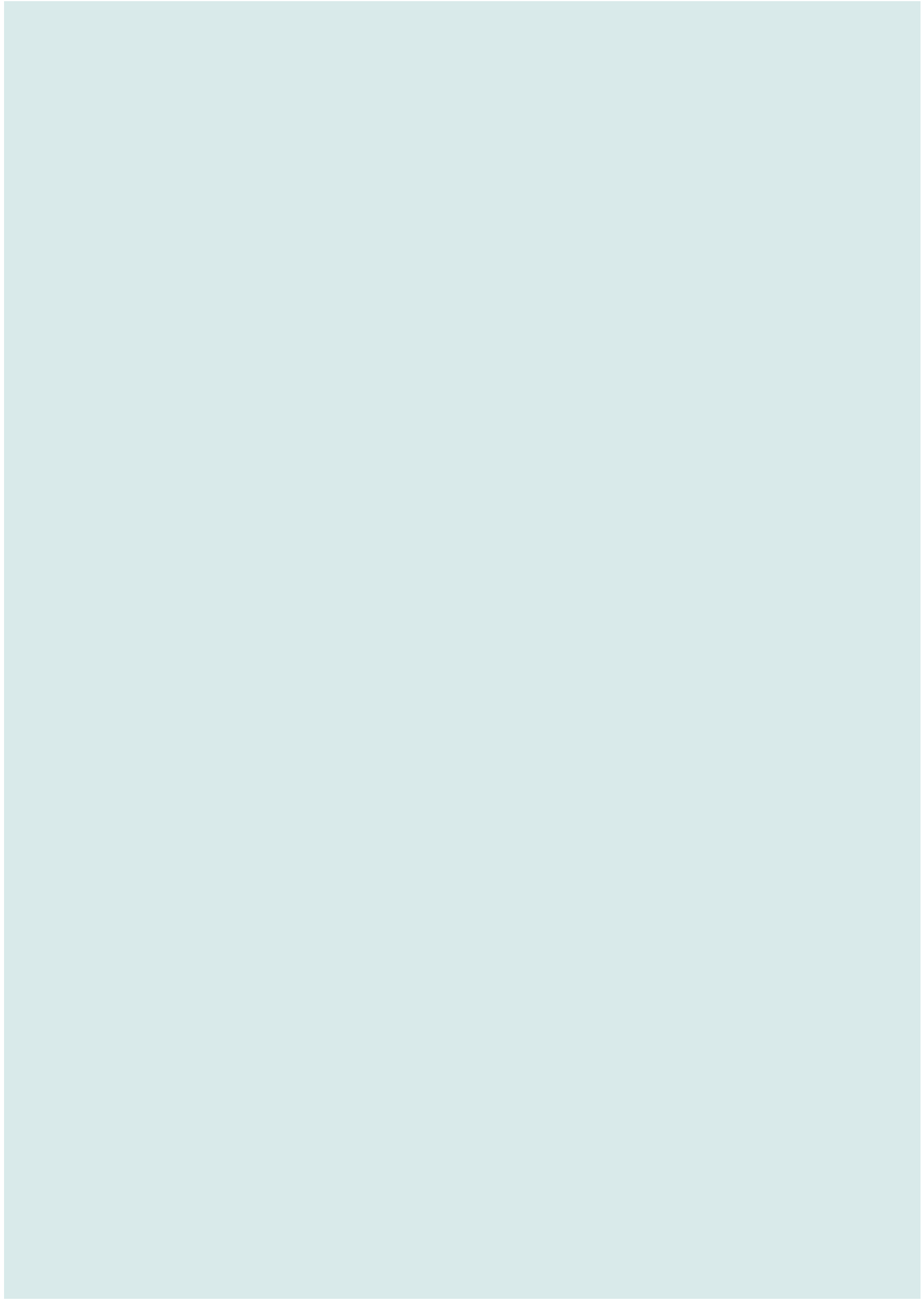


Service Delivery

Chapter Three

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Service Delivery



institutions. The Agreement is based on the twin pillars of power sharing and support for law and order.

3.5 The Northern Ireland (St Andrews Agreement) Act 2006 gave statutory effect to the key provisions of the St Andrews Agreement including establishing a Transitional Assembly which met for the first time on 24 November 2006; amending some of the provisions in the Northern Ireland Act 1998 concerning the operation of the devolved institutions in line with the St Andrews Agreement; and providing for an election to be held in Northern Ireland on 7 March 2007 followed by restoration of the Assembly on 26 March 2007.

3.6 The Government still believes that the St Andrews Agreement represents the best way forward for a lasting political settlement in Northern Ireland.

3.7 However, in light of the historic agreement between Dr Paisley and Gerry Adams on 26 March in which they gave strong commitments to lead their parties into power sharing Government in May, the Government agreed to a six week extension to the March deadline and introduced legislation on 27 March to give effect to this. The Northern Ireland (St Andrews Agreement) Act 2007 gained Royal Assent on 27 March 2007 and provided for the deadline for restoration to be extended until 8 May 2007.

Policing and Security

3.8 The Department has one PSA target in support of the objective to build and sustain confidence in the effectiveness and the efficiency of the police service in Northern Ireland:-

SR2004 Target 1 (part 1)

Increase confidence in the police throughout all parts of the community in Northern Ireland by 3% by April 2008, to be measured by a composite suite of measures on public views on the fairness and effectiveness of the police and policing arrangements. (part 2)

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

Policing

3.9 Levels of public confidence in the police generally have remained at a consistent level throughout the year – a tribute to the good work of all those involved in the delivery of policing services including

Introduction

3.1 The central aim of the NIO is to deliver the plans outlined in the PSA and the main tasks referred to in paragraphs 3.4 to 3.22. This chapter reports on progress against the PSA and the Public Expenditure Efficiency Programme, records the NIO's performance against a number of central government requirements, and outlines the Department's approach to continual improvement in the services it provides.

Achievement against PSA associated with SR2004

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

3.3 Appendix C gives an end of year report on performance against the PSA and Chapters 4 to 14 contains details of how each aspect of the identified priorities is delivered by the individual directorates and the NIO's associated agencies and bodies.

Progress against the PSA

The Political Context

3.4 The Government has continued its efforts to facilitate the restoration of devolved power sharing in Northern Ireland. Developments in the period 2005/06 brought about an environment in which major change in the political process has been possible. Continuing reports on PIRA's commitment to a political path have brought a new confidence which has allowed Unionists to re-engage with the political process and for efforts to restore the devolved institutions to be redoubled. On 6 April 2006 the Prime Minister and Taoiseach published a joint statement setting out the Governments' strategy for achieving devolution by the end of 2006. The Northern Ireland Act 2006 provided for Assembly members to be brought together to participate in a process to prepare for restoration. As a result of that process both the British and Irish Governments hosted the St Andrews Summit in October 2006, culminating in the St Andrews Agreement which set out a clear timetable for the restoration of the

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the PSNI, the Policing Board, the Police Ombudsman and the District Policing Partnerships. Latest available figures from the Northern Ireland Crime Survey (covering the period January to December 2006) show that against seven key indicators, there is an average of 75% of those surveyed who have confidence in policing arrangements in Northern Ireland. This represents an increase of 2% on the previous year.

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

3.11 The Government has achieved its updated PSA interim target of 21.5% Catholic representation among regular officers in the PSNI by March 2007. At the end of March 2007 the percentage of Catholic officers in the regular service had risen to 21.65%.

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

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

Security

3.14 The Government remains committed to a programme of normalising security arrangements in Northern Ireland, with the aim of moving to a situation where the PSNI can conduct all aspects of policing without routine military support. All moves towards this goal are made on the basis of professional security advice on the prevailing level of threat and the continuance of an enabling environment.

Criminal Justice

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

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

the Department's two targets are to:-

SR2004 Target 2

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

SR2004 Target 3

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

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

3.16 During 2006, the Justice Oversight Commissioner, Lord Clyde, completed his three year tenure. His final report concluded that "The implementation of the many recommendations which were set out in the Criminal Justice Review should be a major element in furthering the development in Northern Ireland of an effective and efficient system of criminal justice, and one in which all the people of Northern Ireland may take particular pride."

3.17 The Criminal Justice Directorate has responsibility for Departmental PSA targets relating to public confidence, crime reduction and a reduction in the reconviction rate. In all these areas the targets have been exceeded this year. Public confidence is now at one percentage point above the PSA target baseline of three percentage points, giving a four percentage point increase from 2005/06. The Department has arranged for additional questions to be included in the Northern Ireland Crime Survey in an attempt to establish why the

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Progress against the Gershon

Efficiency Report Recommendations

Progress against Efficiency Targets

3.21 The Cost Per Prisoner Place (CPPP) target is calculated by dividing audited net operating costs, measured in resource terms, by the average total available number of prisoner places (not the average number of prisoners) defined as certified normal accommodation (CNA). The CNA is calculated on the same basis as in England and Wales. The 2005/06 CPPP target of £86,290 was met. The actual outturn was £85,900.

3.22 At the time of publication of this report the outturn figure for the 2006/07 CPPP has not been verified and audited.

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

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

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

Overview of Efficiency Gains (£000s)

3.26 Table 3.1, broken down by the NIO's six Efficiency Programme Delivery Groups, shows the efficiency gains the Department has delivered and those it expects to make. Those efficiencies delivered in 2004/05 are final and continue into 2005/06 providing the

public feel either positively or negatively towards the Criminal Justice System Northern Ireland (CJSNI). These results should provide the Department with a better understanding of what affects public confidence and allow the Department to consider how it might respond better.

3.18 During 2006/07 further crime reduction initiatives to tackle vehicle crime and domestic burglary were implemented in partnership with a range of statutory and community organisations. The primary priority was to raise public awareness and, in relation to domestic burglary, to encourage householders through the launch of a website – www.howsecureismyhome.com – to take simple, inexpensive and effective measures to protect their home. By the end of 2005/06 domestic burglary had fallen by 20%, compared to a reduction target of 15%, and figures for the first ten months of 2006/07 indicate a further fall of 6% on the same period last year.

3.19 Vehicle crime figures for 2005/06 were down by 48% compared to the baseline year. A number of projects continued during 2006/07, including Operation Clean Up and a media campaign on Theft from Vehicles. The reported crime figures for the first ten months of 2006/07 show a further decline of around 8%. The Department, working with others, has significantly overachieved on the target of a 10% reduction in car crime.

3.20 As a key element of the Government's commitment to reducing crime and the fear of crime, the NIO is co-ordinating an initiative to reduce conviction rates in Northern Ireland. This is aimed at delivering a target 5% reduction in the conviction rate in Northern Ireland in April 2008, compared to the predicted rate (PSA Target 3). The reconviction initiative is being progressed through an integrated package of measures covering: crime prevention, early diversion, direct supervision and the resettlement of offenders. In addition, Ministers have commissioned an NIO Reducing Offending Strategy, to be completed by December 2007, to further co-ordinate agency and cross-departmental work in addressing offending behaviour. This strategy will feed into a Northern Ireland Ministerial Offender Group, established in early 2007 to provide strategic leadership in this field.

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SR2004 Target 4
Ensure that the annual cost per prisoner place in Northern Ireland falls to £82,500 by 2007/08 with interim targets of £86,290 for 2005/06 and £85,250 for 2006/07.

Northern Ireland Prison Service

Table 3.1 – Overview of Efficiency Gains

Delivery Group	Results for 2004/05 (£000s)	Results for 2005/06 (£000s)	Actual for 2006/07 (£000s)	Forecast for 2006/07 (£000s)	Forecast for 2007/08 (£000s)
PSNI	5,200	26,261	53,013	62,481	71,404
NIPS	1,243	2,030	3,680	4,427	5,060
Central Services Directorate	1,201	2,302	2,076	2,851	3,255
Criminal Justice Directorate	355	4,710	7,312	9,689	14,142
Policing and Security Directorate	226	1,690	1,651	2,037	2,398
Political Directorate	378	842	1,144	1,175	2,293
NIO Total	8,603	37,835	68,876	82,660	98,552

cumulative total. By December 2006, the Department had delivered approximately £69 million of efficiency savings.

Headcount Reduction

3.27 One of the key aspects of the Government efficiency targets is a reduction in the number of civil and public servants. As part of the 2004 Spending Review settlement, NIO committed to workforce reductions of 1,318 public servant posts and 128 civil servant posts (totalling 1,446 posts overall).

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

3.29 Much work has been carried out in order to establish baseline data and capture staffing reductions already effected following implementation of various change and efficiency initiatives. At December 2006, the Department forecast a reduction of 378 civil servant posts and in addition 951 public servant posts (totalling 1,329 reductions overall) by March 2008.

Lyons Relocation Target

3.30 The NIO is committed to the relocation of eight posts from its small London office by March 2008. At December 2006, eight posts had already been moved out of London.

Efficiency Technical Note

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

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

Central Government Requirements

Monitoring of Performance

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

Six Standards

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

Ministerial Correspondence

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

4 Based on current forecasts
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Title of Consultation	Limited Consultation authorised by Ministers (and reasons)
Draft Policing (Miscellaneous Provisions) (NI) Order 2007	Consultation authorised by Minister to meet legislative timetable
Road Traffic and Driver Disqualification Order 2007	Consultation authorised by Minister to meet legislative timetable
A Forum on a Bill of Rights for Northern Ireland	Consultation authorised by Minister - Commitment was given at St Andrews to hold the first Forum meeting in December. There was only time for a short consultation
Draft Police and Criminal Evidence (Amendment) (NI) Order 2006	Consultation authorised by Minister to meet legislative timetable
Regulating the Private Security Industry in Northern Ireland	Consultation authorised by Minister to meet legislative timetable
Replacement Arrangements for the Diplock Court System	Consultation authorised by Minister to meet legislative timetable
Increasing Penalties for Deliberate Misuse of Personal Data	Consultation led by Home Office

Table 3.3 – Limited Consultations authorised by Ministers

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

Work Stream ID	Workstream Type	2004/05 (£000s) Actual	2005/06 (£000s) Actual	2006/07 (£000s) Forecast	2007/08 (£000s) Forecast
Cash					
1	Procurement (All bodies)	298	2,395	4,131	5,594
2	Corporate Services (PSNI)	5,200	5,716	6,031	6,323
3	Corporate Services (NIPS)	0	142	179	189
4	Corporate Services (All Directorates)	861	1,486	1,953	2,077
5	Policy, Funding and Regulation (All Directorates + PSNI)	773	5,270	9,343	13,406
6	Increased Productivity (PSNI - other)	0	11,695	33,699	35,290
7	Other (All Directorates + NIPS)	160	583	1,253	1,936
8	Policy, Funding and Regulation (NIPS)	1,243	1,572	3,412	2,719
Total Cash		8,535	28,859	60,001	67,534
Non-Cash					
1	Procurement (All bodies)	0	2,898	7,105	10,460
9	Increased Productivity (PSNI (PG))	0	4,895	13,226	16,448
10	Productive Time (All Directorates + NIPS)	68	1,183	2,328	4,110
Total Non-Cash		68	8,976	22,659	31,018
Overall Total*		8,603	37,835	82,660	98,552

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

Payment Performance

3.36 The NIO, including its agencies, complies with the British Standard for achieving good payment bills in accordance with contractual conditions, or where no such condition exists, within 30 days of receipt of goods and services. Details of the estimated total number of payments for the 2006/07 financial year can be found at Appendix G.

Regulations

3.37 The NIO makes regulations each year in order to support the implementation of a number of business objectives. In the past year the Department introduced 4 acts, 19 orders and 8 regulations/rules. With the exception of a number of explosives related regulations which were introduced on health and safety grounds, no additional bureaucratic burden was placed on business and frontline staff in the public sector.

Consultations

3.38 The Northern Ireland Office conducted 20 consultations from 1 April 2006 until 31 March 2007. Of those 20 consultations, 7 were carried out on a limited

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

Work Stream ID	Workstream Type	2004/05 (£000s) Actual	2005/06 (£000s) Actual	2006/07 (£000s) Forecast	2007/08 (£000s) Forecast
Cash					
1	Procurement (All bodies)	298	2,395	4,131	5,594
2	Corporate Services (PSNI)	5,200	5,716	6,031	6,323
3	Corporate Services (NIPS)	0	142	179	189
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Overall Total*		8,603	37,835	82,660	98,552

* Overall totals differ due to rounding.

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3.36 The NIO, including its agencies, complies with the British Standard for achieving good payment performance. Under the Standard, the policy is to pay bills in accordance with contractual conditions, or where no such condition exists, within 30 days of receipt of goods and services. Details of the estimated total number of payments for the 2006/07 financial year can be found at Appendix G.

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

Table 3.3 – Limited Consultations authorised by Ministers

Title of Consultation	Limited Consultation authorised by Ministers (and reasons)
Draft Policing (Miscellaneous Provisions) (NI) Order 2007	Consultation authorised by Minister to meet legislative timetable
Road Traffic and Driver Disqualification	Consultation authorised by Minister to meet legislative timetable
A Forum on a Bill of Rights for Northern Ireland	Consultation authorised by Minister - Commitment was given at St Andrews to hold the first Forum meeting in December. There was only time for a short consultation
Draft Police and Criminal Evidence (Amendment) (NI) Order 2006	Consultation authorised by Minister to meet legislative timetable
Regulating the Private Security Industry in Northern Ireland	Consultation authorised by Minister to meet legislative timetable
Replacement Arrangements for the Diplock Court System	Consultation authorised by Minister to meet legislative timetable
Increasing Penalties for Deliberate Misuse of Personal Data	Consultation led by Home Office

Consultancy Expenditure 2006/07

3.39 The Department has adopted a policy of only engaging consultancy support where the particular skills or resources required to deliver the service are not available in-house. Just over £3.6m was spent on external consultants/professional services and staff substitution during the course of the year. Table 3.4 gives a breakdown of spending in the NIO core, executive agencies and law offices.

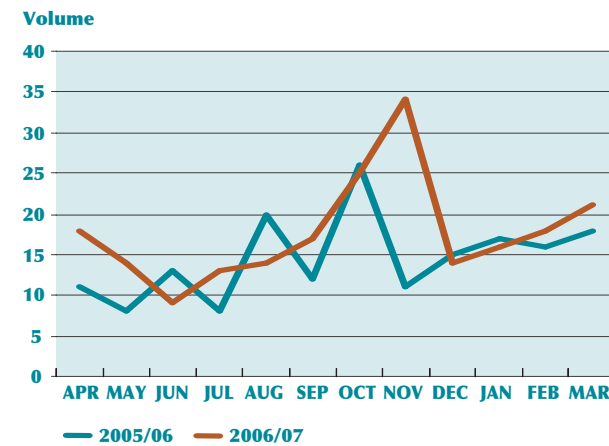
Table 3.4 – Breakdown of spending on external consultants and staff substitution

Department/Agency	Amount spent on external consultants and professional services	Amount spent on staff substitution
Core	£707,976	£374,988
Prison Service Northern Ireland	£499,691	£345,386
Youth Justice Agency	£135,000	£315,000
Forensic Science	£98,479	£576,781
Compensation Agency	£62,774	Nil
Crown Solicitor's Office	Nil	£112,556
Public Prosecution Service	£369,863	Nil
Total	£1,873,783	£1,724,711

Freedom of Information

3.40 January 2005 saw the commencement of access rights under the Freedom of Information Act 2000. During that first month the Department received 42 requests, slightly more than had been expected. In the period April 2006 to March 2007 the NIO received a total of 214 requests.

FOI request received



3.41 The statistics for April to June 2006 showed that 78% of requests were answered on time and 22% not answered within the 20 working days limit (15% of the latter were extended under the Public Interest Test). This is a 9% increase on requests answered on time from the same period in 2005. In July to September 2006 59% and October to December 2006 53% were answered on time compared to 95% and 89% respectively in 2005. This decrease is in part due to the increase in the complexity of cases and the need for third party referrals. The Department's Information Management Centre will be introducing changes and a series of guidance specifically for the NIO to ensure targets are improved.

3.42 The table above compares the volume of FOI requests received during 2005/06 with those received during 2006/07.

3.43 There were 23 FOI appeal cases in 2006, seven of which were referred to the Information Commissioner's office, compared to 15 appeals in 2005, only two of which were referred to the Commissioner's office. In 2006 there have been nine Data Protection and two Environmental Information Regulation requests.

Health and Safety

3.44 The management of health and safety is a responsibility shared between all managers, staff and the Department's Health and Safety Advisory Service. The Service continued to work to raise health and safety awareness across the Department e.g. during 2006/07 an extensive programme of awareness training was provided for all staff. For the coming year all managers have been invited to include health and safety issues as part of their 2007/08 business plans.

3.45 During 2005/06, the last full year for which statistics are available, there were 42 accidents at work. None of these were reportable under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995. The main causes of these accidents were slips, trips, falls, cuts and burns. There were no enforcement notices issued against the Department and there were no breaches of health and safety legislation. A programme of audits is planned for 2007/08 to check the quality of health and safety standards in all offices.

Sustainable Development

3.46 The NIO and its agencies are committed to the Government's policy on sustainable development as set out in the Northern Ireland Sustainable Development Strategy and in their day to day activities strive towards maintaining the best possible environmental

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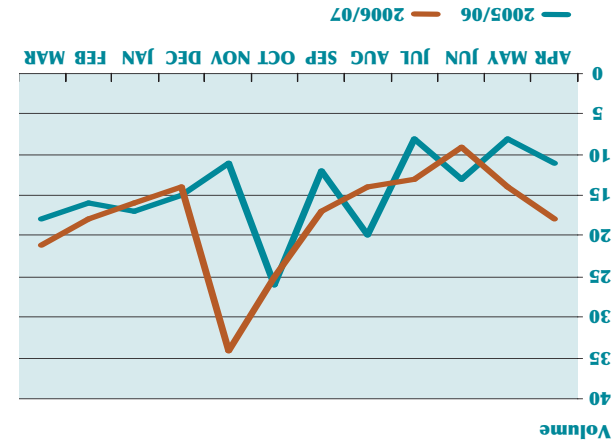
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Consultancy Expenditure 2006/07

- Identifying ways to reduce carbon emissions from all travel, including home to office travel
- Community Safety Unit is co-ordinating work around safer communities linked with the Safer Cleaner Green agenda.

Supporting Improvement Strategies

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

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

Corporate Social Responsibility

3.53 The Department continues to demonstrate its commitment to making a positive impact in the community in which it operates through its Corporate Social Responsibility policy. The partnership with Business in the Community (BiTC) has been consolidated and further developed through various efforts.

3.54 Under the guidance of the NIO's Business Improvement Team, Community Safety Unit combined gardening and painting challenges at Fleming's Fulton School, Belfast in June 2006 as part of their annual development event. At the time of writing, teams from Millbank and Security and Policing Directorate are eagerly awaiting future challenges in London and Belfast.

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3.56 Following last year's highly successful volunteer challenges, the Department was keen to build on the existing relationships at Killard School, Newtownards and Rostulla School, Jordanstown. The Secretary of State agreed to run an art competition involving pupils from

performance, thereby contributing to achieving the targets set out in the Sustainable Development Strategy Implementation Plan.

3.47 The NIO core will play its part in helping Government achieve its targets on three fronts; through co-operation with the Northern Ireland Civil Service departments, through work carried out by the Department's Office Services Unit and through the Green Champions Forum.

3.48 For the NIO core the key targets to aim for are:-

- To reduce energy consumption and increase the use of energy from renewable sources
- To reduce, re-use, recycle and compost, and to cut the amount of waste going to landfill
- Procurement contracts – to ensure that where appropriate they contribute to wider government sustainable development targets.

3.49 Activities in the past year included:-

- Participation in the Stormont Estate recycling scheme
- Production of a waste management action plan
- Promotion of sustainable development through an awareness seminar and publication of information on the NIO Intranet
- Investing in renewable energy sources at Hillsborough Castle
- Participation in the DEFRA managed Government Carbon Offsetting Fund which seeks to offset the carbon emissions from all Ministerial and official air travel.

3.50 Commitments for 2007 include:-

- Drafting a policy document to cover the NIO's input to the NI Sustainable Development Implementation Plan
- Formalising and using contacts within OFMDFM to ensure NIO involvement in the Sustainable Development Strategy
- Continuing to bring sustainability to the fore and ensure staff are informed and involved
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3.57 The NIO also took part in BiTC's Cares @ Christmas 2006 initiative, with donations going to the BBC Family Appeal (in aid of the Salvation Army and St Vincent de Paul).

Refreshed Change Agenda – Performance Improvement Programme

3.58 The NIO's refreshed Performance Improvement Programme (PIP) was launched in February 2006, to build on the success of the earlier PIP which was introduced in July 2003. PIP aims to build on the Department's existing strengths in a number of ways and the refreshed PIP comprises of five projects each being sponsored by members of the Departmental Management Board, dealing with aspects of the leadership capability of NIO managers, informal communications, information management, financial management, human resources and relationships with stakeholders.

3.59 In addition a major new programme of work was initiated, involving ten individual projects to prepare the NIO for the eventual devolution of policing and justice functions.

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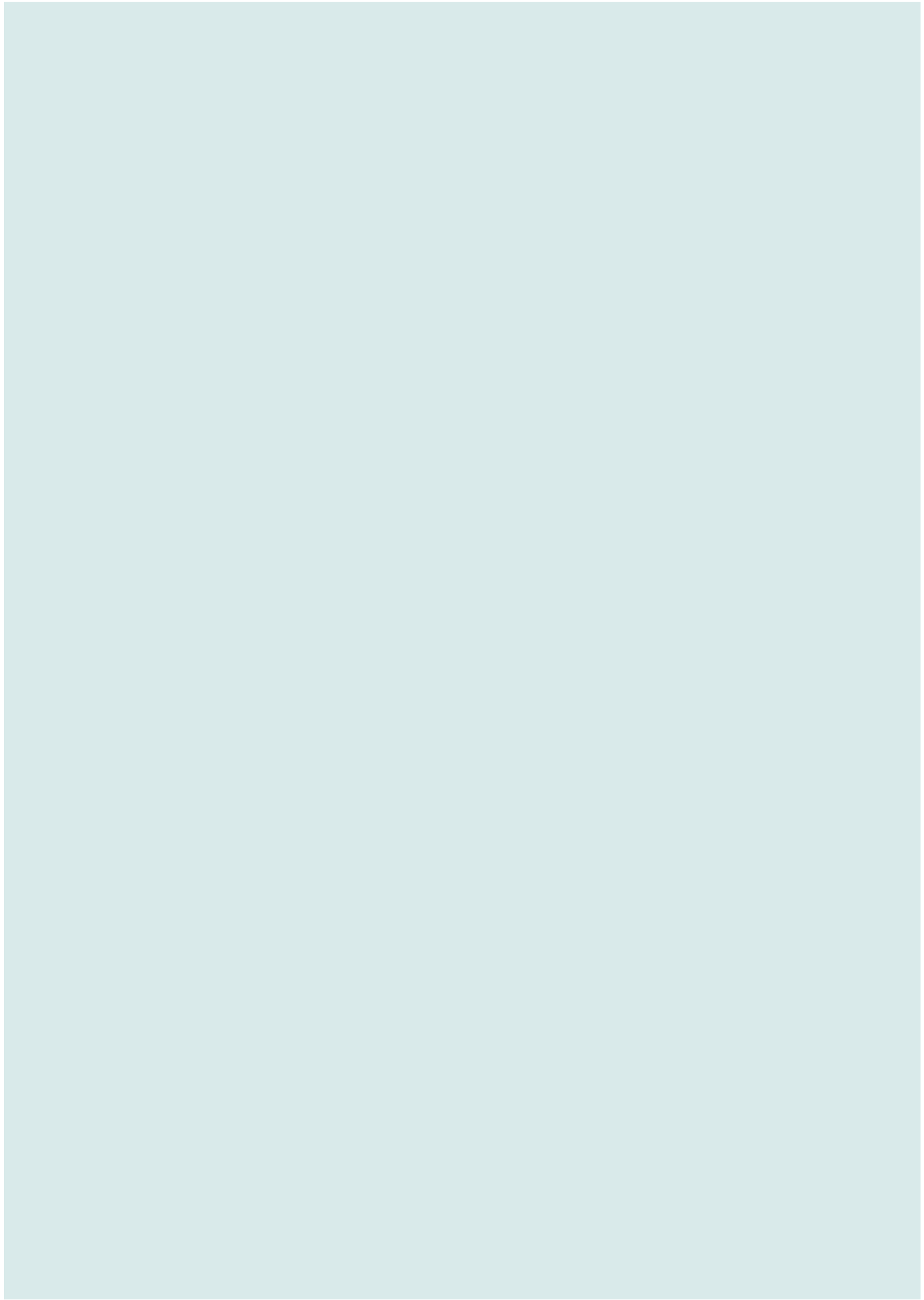
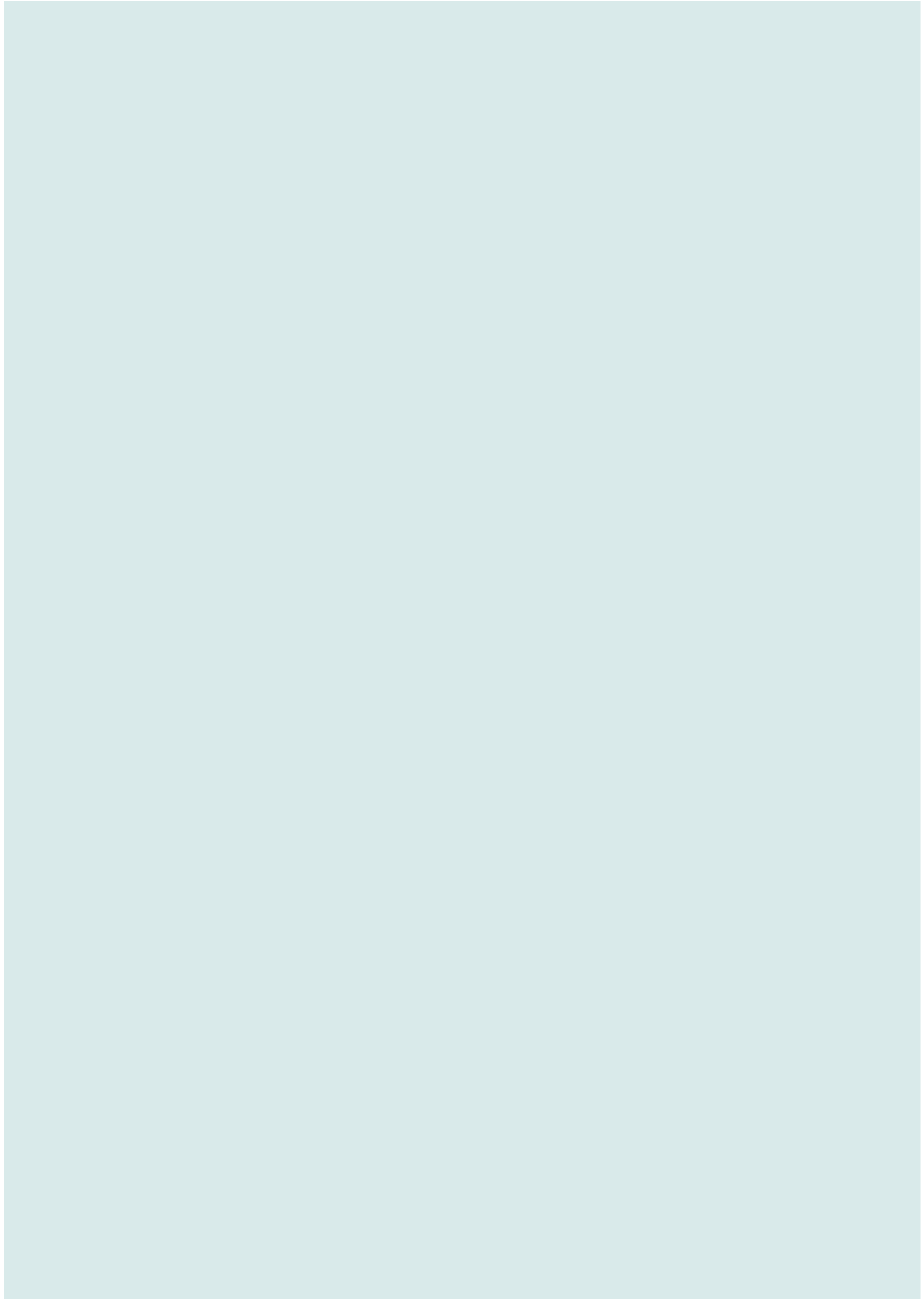
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Political Directorate

Chapter Four

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Political Directorate



- The Irish Government's involvement in the affairs of the Northern Ireland, through the British Irish Intergovernmental Conference (BIGC), is managed effectively and is, so far as possible, complementary to UK Government's objectives
- Government's policies on Northern Ireland are effectively communicated at home and overseas
- The administration of elections in Northern Ireland is both effective and efficient and consistent, as appropriate, with UK wide developments
- NIO obligations in relation to extradition and international co-operation in criminal cases are fulfilled
- Citizenship ceremonies in Northern Ireland run effectively;

Looking Back over 2006/07

4.5 The Provisional IRA's historic statement of 28 July 2005 declaring that their armed campaign was at an end brought about a new enabling environment in Northern Ireland, within which the political process might be pushed forward. To this end, in his statement to the House of Commons on 11 January 2006, the Secretary of State made clear that 2006 should be a year of historic progress in Northern Ireland.

4.6 With the focus set on restoring the devolved institutions, the Government engaged in talks with the Northern Ireland political parties with a view to resolving the outstanding barriers to restoration, and in April 2006 it brought forward emergency legislation to recall Assembly members. The Assembly was recalled on 15 May and a deadline of 24 November was set for a political settlement. It was made clear that in the absence of agreement the Northern Ireland Assembly would be dissolved indefinitely and the political process stalled, ushering in a protracted period of direct rule and enhanced partnership arrangements with the Irish Government set in place.

4.7 The Prime Minister and Taoiseach met with the Northern Ireland political parties in Belfast on 29 June 2006 and set out a work plan for identifying the outstanding issues to be resolved in order to achieve restoration of devolved government. On the direction of the Secretary of State, the Assembly established the Preparation for Government Committee which met throughout the summer months. Whilst work continued to identify and resolve issues, Northern Ireland enjoyed its most peaceful marching season in decades.

4.8 July 2006 also saw the Northern Ireland (Miscellaneous Provisions) Act 2006 gain Royal Assent.

Role and Task

4.1 The principal function of the Political Directorate of the Northern Ireland Office is to provide Ministers with high quality advice on the political process and related issues. On behalf of Ministers, it maintains relations on the subject with the Irish Government, with each of the transitional Assemblies established since May 2006, with those serving the devolved institutions (when in operation), with the political parties in Northern Ireland and with several Non-Departmental Public Bodies (NDPBs) and other independent organisations. In addition, the Directorate provides advice to Ministers on a range of other issues including elections, human rights and aspects of equality policy.

Aim

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

Objectives

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

4.4 Within this, the Directorate's associated policy objectives for 2006/07 were:-

- Political and constitutional process is supported to secure the restoration of devolution on a stable and inclusive basis
- Ministers and senior officials have a good understanding of the political climate in Northern Ireland
- Arrangements for further devolution (in particular, of justice and policing) are developed and implemented
- The Government's commitments on human rights and equality are delivered
- Develop and implement a policy for dealing with the past, including dealing with politically sensitive security-related matters
- NI administration interfaces effectively with the UK-Government in the interests of both

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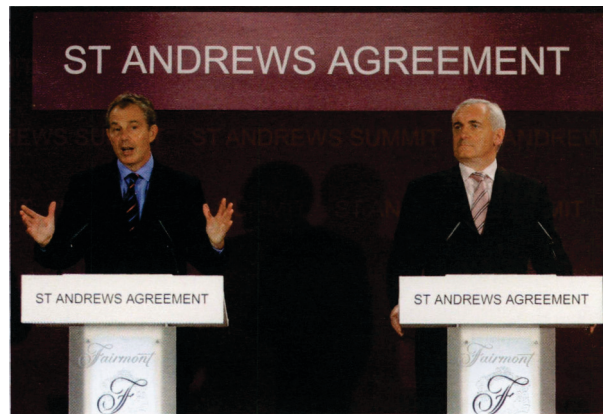
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4.8 July 2006 also saw the Northern Ireland (Miscellaneous Provisions) Act 2006 gain Royal Assent,

ensuring that the enabling legislation was in place for the future devolution of policing and justice functions to Northern Ireland. This was a significant step forward in the political process and helped to pave the way for Sinn Fein to commit to supporting the policing and justice institutions.

4.9 On the basis of the progress made over the summer, the British and Irish Governments announced a further round of intensive negotiations with the parties to be held at St Andrews in October 2006. The St Andrews Summit saw a major push forward in the political process, culminating in the St Andrews Agreement of 13 October 2006. The St Andrews Agreement, which parties were asked to endorse by 10 November, paved the way for the restoration of the devolved institutions, based on the twin foundations of power-sharing and support for policing and the rule of law, and set a new date of 26 March 2007 for devolution.



The Prime Minister and Taoiseach at the press conference following the St Andrews Agreement

4.10 The Government brought forward legislation in November - The Northern Ireland (St Andrews Agreement) Act 2006 - to give statutory effect to the key elements of the Agreement, including some changes to the way in which the Belfast (Good Friday) Agreement institutions operate; providing for an election to take place on 7 March 2007; providing for a Transitional Assembly to be established; providing for restoration on 26 March; and paving the way for devolution of policing and justice powers to a restored and stable Assembly by May 2008.

4.11 The Transitional Assembly met for the first time on 24 November 2006, when the DUP and Sinn Fein indicated their intention to nominate Dr Paisley and Martin McGuinness as First Minister and Deputy First Minister designate of the restored Northern Ireland Assembly, provided that progress continued to be made in line with the St Andrews Agreement. The Transitional Assembly continued to meet to make the necessary

preparations for the restoration of devolution, until it was dissolved for election campaigning on 29 January.

4.12 The historic decision by Sinn Fein at their special Ard Fheis on 28 January 2007 to support the policing and justice institutions in Northern Ireland was highly significant in creating the conditions for a return to devolution. The following day saw the publication of the Independent Monitoring Commission's (IMC) thirteenth report on paramilitary activity, which offered further evidence of PIRA's commitment to an exclusively political path. In welcoming these developments the Government confirmed that elections would proceed on 7 March, with a view to restoration on 26 March.

4.13 The Government was clear that there would be either devolution or dissolution on 26 March. The only alternative was for the parties to agree another way forward. On 26 March, the leaders of the DUP and Sinn Fein met and came to an agreement to lead their parties into power sharing Government on 8 May, preceded by a six week period of intensive preparation for Government. All Northern Ireland parties agreed to that plan. The Government agreed to legislate to facilitate this historic agreement. The Northern Ireland (St Andrews Agreement) Act 2007 gained Royal Assent on 27 March 2007, providing for a deadline for restoration on 8 May 2007.

Human Rights and Equality

4.14 In November 2006, the Government published its response to the results of the consultation on the powers of the Northern Ireland Human Rights Commission (NIHRC). The Government announced that the NIHRC would be granted:-

- a power to access places of detention in connection with its investigations
- a power to compel evidence in connection with its investigation
- the power to rely on the European Convention on Human Rights when instituting legal proceedings.

4.15 Provision for these powers, together with appropriate safeguards, was included in the Justice and Security (Northern Ireland) Bill introduced to Parliament on 27 November 2006. At the time of writing, the legislation is before the House of Lords.

4.16 Following the talks at St Andrews in October 2006, the Government announced that it would convene the first meeting of the Bill of Rights Forum, comprising of representatives of the political parties and civic society, to inform the NIHRC's work in fulfilling its statutory duty to advise the Secretary of State on the

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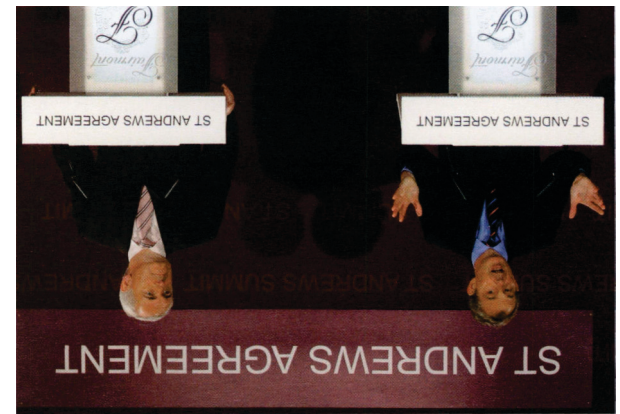
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4.10 The Government brought forward legislation in November - The Northern Ireland (St Andrews Agreement) Act 2006 - to give statutory effect to the key elements of the Agreement, including some changes to the way in which the Belfast (Good Friday) Agreement institutions operate; providing for an election to take place on 7 March 2007; providing for a Transitional Assembly to be established; providing for restoration on 26 March; and paving the way for devolution of policing and justice powers to a restored and stable Assembly by May 2008.

The Prime Minister and Taoiseach at the press conference following the St Andrews Agreement



4.9 On the basis of the progress made over the summer, the British and Irish Governments announced a further round of intensive negotiations with the parties to be held at St Andrews in October 2006. The St Andrews Summit saw a major push forward in the political process, culminating in the St Andrews Agreement of 13 October 2006. The St Andrews Agreement, which parties were asked to endorse by 10 November, paved the way for the restoration of the devolved institutions, based on the twin foundations of power-sharing and support for policing and the rule of law, and set a new date of 26 March 2007 for devolution.

ensuring that the enabling legislation was in place for the future devolution of policing and justice functions to Northern Ireland. This was a significant step forward in the political process and helped to pave the way for Sinn Fein to commit to supporting the policing and justice institutions.

following the introduction, by the Electoral Fraud (Northern Ireland) Act 2002, of individual registration and the compulsory supply of personal identifiers. Under the Act, the obligation on the Chief Electoral Officer (CEO) to conduct an annual canvass has been removed and the CEO is given enhanced powers to access data in order to maintain the accuracy of the register and seek to target proactively those not registered. The final annual canvass took place in autumn 2006.

4.20 In relation to political donations, the Act provides for the ending of the current disapplication of the provisions of the Political Parties, Elections and Referendums Act 2000 in relation to Northern Ireland from October 2007 which will allow the Electoral Commission to check that donations accepted by parties are from permissible donors, although the reports themselves will remain confidential provided that parties comply with the law. This will operate until October 2010. The legislation will also limit permissible donors to individuals and bodies who may donate to GB parties, and to Irish citizens and bodies as defined in legislation, in recognition of Ireland's special role in the political life of Northern Ireland. The detailed arrangements for the transitional regime, including the necessary secondary legislation, are currently being put in place.

Visits and Functions

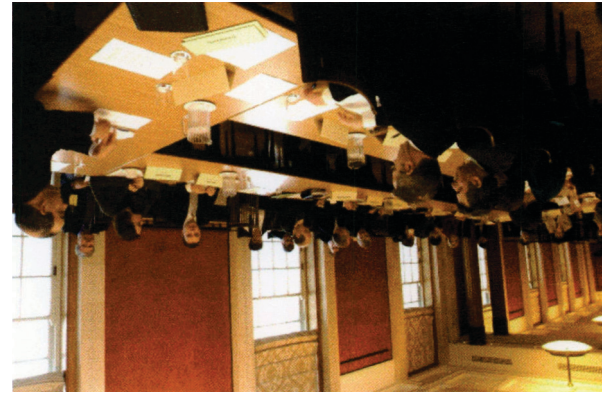
4.21 In the past year, the Directorate organised and managed a substantial number of VIP visits to Northern Ireland, including eight by members of the Royal family. It also handled a number of visits by national and international politicians, diplomats and cultural representatives. A large number of functions were also organised throughout the year, including sixteen citizenship ceremonies, the Secretary of State's annual garden party at Hillsborough Castle and a number of Ministerial receptions.

British-Irish Intergovernmental Secretariat

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

4.23 Under the terms of the British-Irish Agreement, the Conference is supported by officials of the British and

scope for a Bill of Rights for Northern Ireland. Following a consultation on the terms of reference and membership of the Forum, a successful first meeting, attended by all parties took place on Monday 18 December 2006 under the chairmanship of David Hanson MP, Minister of State. In March 2007 Chris Sidoti, a leading Australian human rights lawyer, was appointed as the independent Chair of the Forum. The Forum is required to complete its work by the end of 2007.



David Hanson chairs first meeting of the Bill of Rights Forum.

Public Inquiries

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

4.18 Separate public inquiries into the deaths of Robert Hamill, Rosemary Nelson and Billy Wright were announced by the then Secretary of State on 1 April 2004, following recommendations by the Canadian Justice, Peter Cory. The terms of reference and composition of the inquiries were announced to Parliament in November 2004. The work of the three inquiries is ongoing.

Electoral Issues

4.19 An election to the Northern Ireland Assembly took place on 7 March 2007. The Northern Ireland (Miscellaneous Provisions) Act, which received Royal Assent in July 2006, put in place further reforms to electoral registration arrangements and the regulation of political donations in Northern Ireland. The measures in relation to registration are designed to raise the numbers of eligible individuals on the electoral register, while maintaining the high levels of accuracy achieved

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4.23 Under the terms of the British-Irish Agreement, the Conference is supported by officials of the British and

Irish Governments, including a standing joint secretariat of officials dealing with non-devolved Northern Ireland matters.

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

4.25 The Conference met at Ministerial level, jointly chaired by the Secretary of State for Northern Ireland and the Irish Minister for Foreign Affairs, in Dublin on 2 May and 24 October, in Belfast on 25 July, and in London on 12 December 2006. Matters discussed included the political situation, security issues and developments in policing.

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Directorate
Policing and Security

Chapter Five

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Policing and Security
Directorate

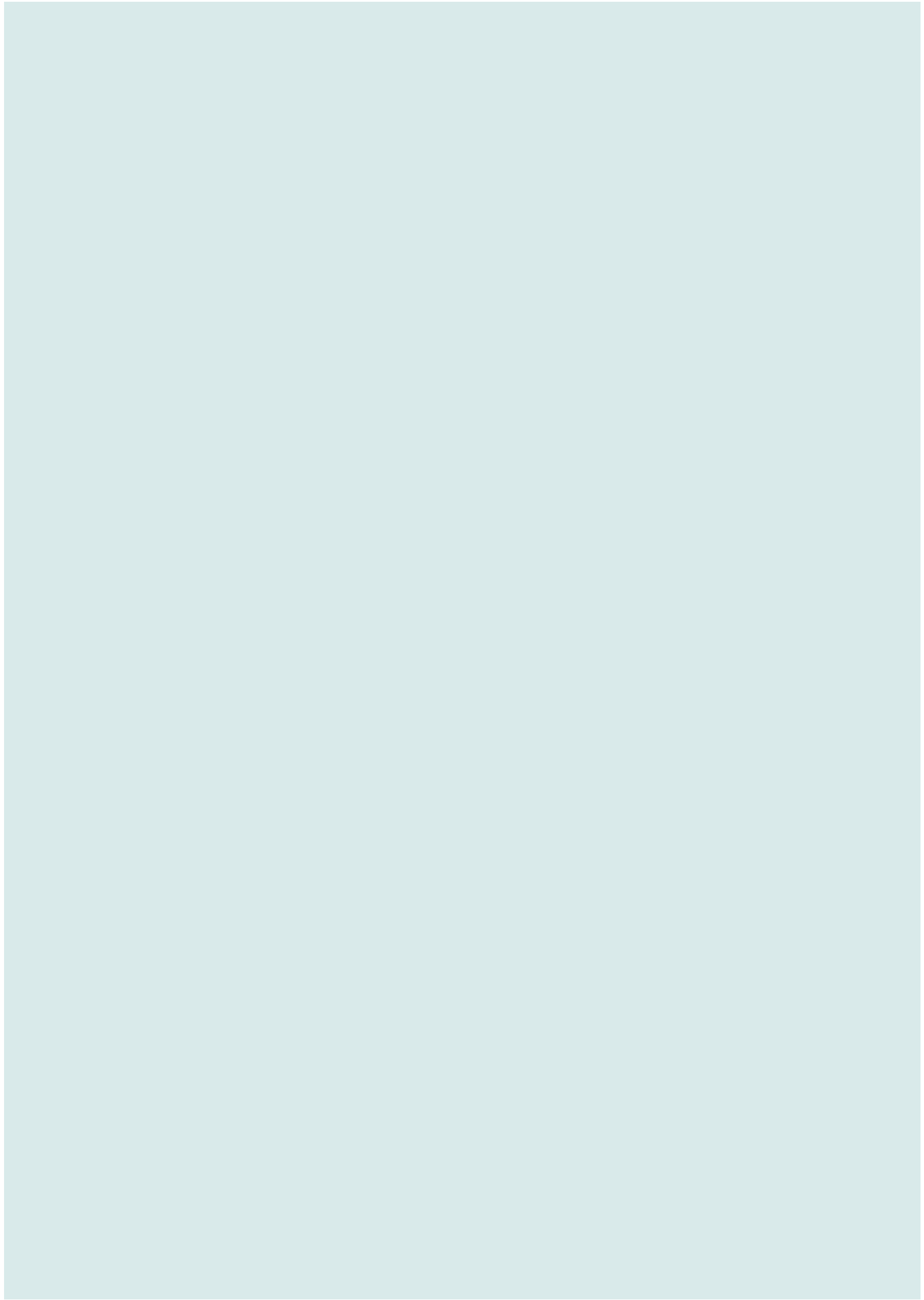
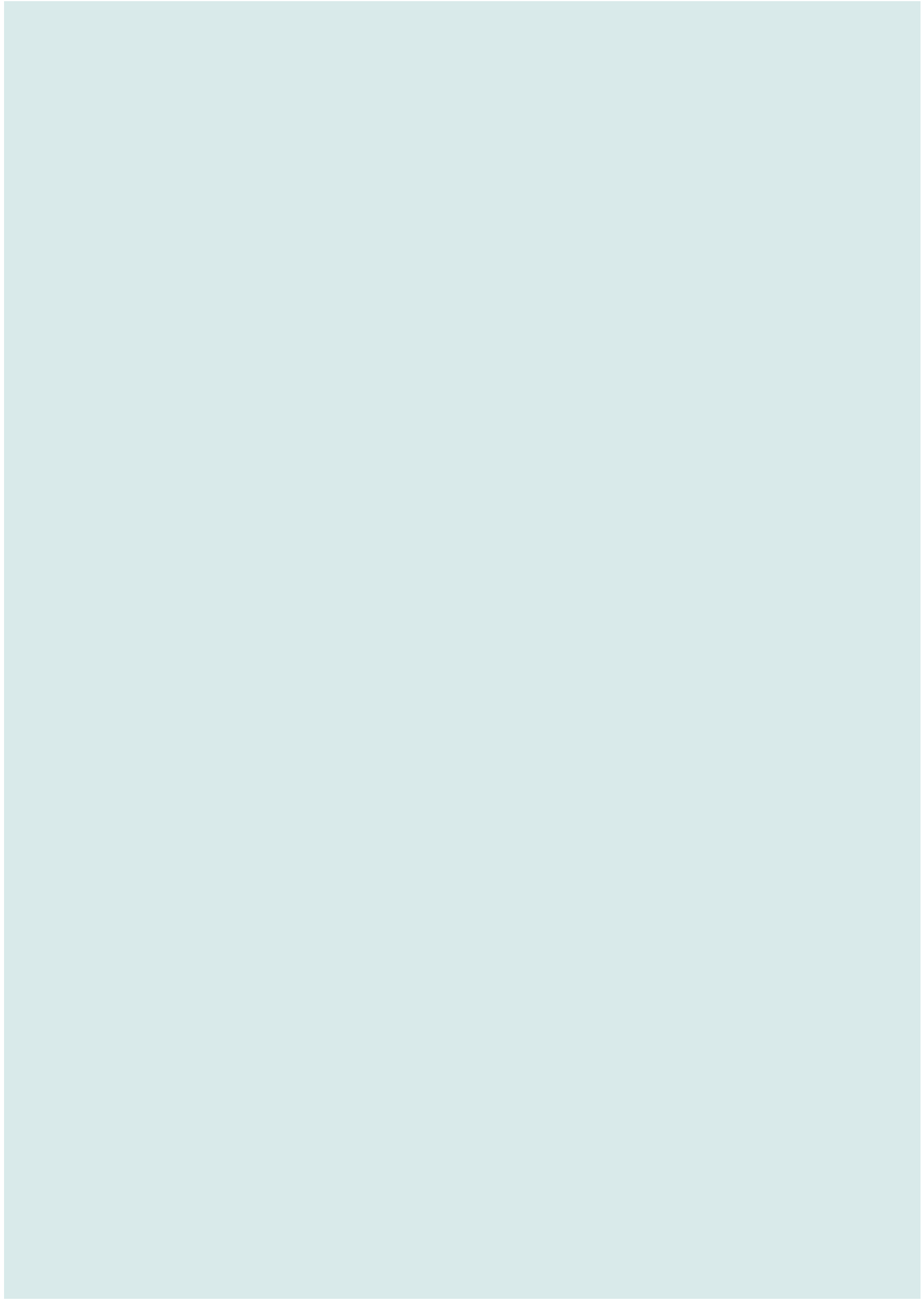


Table 5.1 – Performance against PSA Target 1 (part 1)

Baseline ⁶ 2003/04	Jan – Dec 2005	Jan – Dec 2006	Change since baseline
58.1%	60.2%	60.7%	2.1%

Baseline 2003/04	Jan – Dec 2005	Jan – Dec 2006	Change since baseline
72.3%	77.8%	75%	2.7%

Baseline 2003/04	Jan – Dec 2005	Jan – Dec 2006	Change since baseline
75%	79.1%	78.4%	3.4%

Baseline 2003/04	Jan – Dec 2005	Jan – Dec 2006	Change since baseline
79.7%	78.0%	76.9%	-2.8%

Baseline 2003/04	Jan – Dec 2005	Jan – Dec 2006	Change since baseline
73.7%	75.5%	75.0%	1.3%

Baseline 2003/04	Jan – Dec 2005	Jan – Dec 2006	Change since baseline
84.5%	85.3%	86.0%	1.5%

Baseline 2003/04	Jan – Dec 2005	Jan – Dec 2006	Change since baseline
89.0%	89.2%	90.0%	1.0%

5.5 These results are taken from the Northern Ireland Crime Survey, the method by which the Department now measures performance against PSA target 1 (part 1). Although some results took a slight dip towards the end

6 Baseline police figures sourced from April 2004 Omnibus Survey, all other figures from the Northern Ireland Crime Survey. All figures exclude don't know and refusals.

Role and Task

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

Aim

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

Policing Objectives

5.3 The policing objectives for 2006/07 were to:-

- Deliver policing capability - an effective, efficient police service with widespread public support
- Set the legislative framework - upholding and maintaining the rule of law through an effective legislative framework that takes account of the need to secure justice and the rights of individuals
- Support oversight and accountability arrangements - providing an appropriate oversight and accountability framework for policing and security.

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

PSA Target 1 (part 1) Increase confidence in the police throughout all parts of the community in Northern Ireland by 3% by April 2008, to be measured by a composite suite of measures on public views on the fairness and effectiveness of the police and policing arrangements.

PSA Target 1 (part 2) Increase the Catholic representation in the police service to 30% by December 2010 as proposed by Patten, with an interim target of 21.5% by March 2007.

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Policing Objectives

5.3 The policing objectives for 2006/07 were to:-

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

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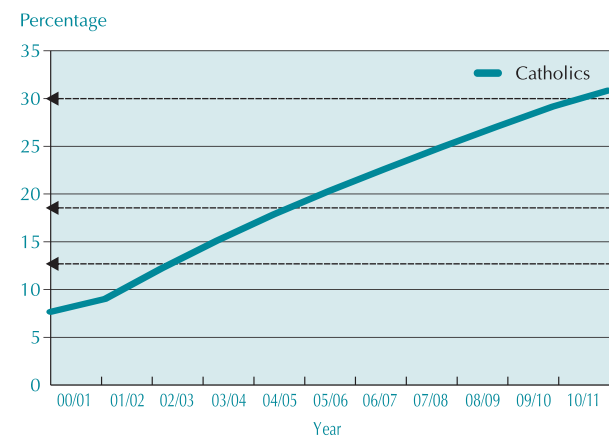
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of the year, the weighted composite measure of 75% still represents a 2 percentage points increase on the baseline figure.

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



5.6 Performance against PSA target 1(part 2) over the last 12 months has continued to improve consistent with previous years. The NIO remains on target to reach its goal of 30% Catholic composition amongst the PSNI regulars by 2010/11. With the last PSNI intake of police trainees, on 18 February 2007, 2611 officers have been recruited under the temporary 50:50 provisions. As a result, Catholic composition in the regulars has risen from 8.3% in November 2001 to 21.65% in March 2007.

Looking Back over Policing in 2006/07

5.7 Policing continues to change both in line with the ongoing implementation of the Patten recommendations but also to reflect the changes taking place in Northern Ireland’s political environment and social make-up.

5.8 Following negotiations between the British and Irish Governments and the Northern Ireland political parties the St Andrews Agreement was reached on 13 October 2006. This agreement featured a range of issues relating to policing and again highlighted the importance of policing for the wider political context.

5.9 During the year the policing institutions successfully took forward their respective roles and responsibilities. The Policing Board was reconstituted during 2006 and continued to play a vital role in the accountability architecture. In February 2007 the Policing Board held an International Policing Conference

with the theme of Policing the Future. This event demonstrated that Northern Ireland policing is leading the world in many aspects of policing and was an important platform for all those with an interest in policing.

5.10 District Policing Partnerships (DPPs) have also had a very important year and have ensured that local communities have an input to local policing.

5.11 The Office of the Policing Oversight Commissioner came to an end on 31 March 2007. During 2006/07 the Policing Oversight Commissioner produced three reports and in his June 2006 report stated that some 124 of the 175 Patten recommendations had been implemented. He will be publishing his final report before the closure of the office.

5.12 Since April 2005, and in line with the Patten recommendations, a number of officers have left the PSNI under the terms of the severance programme phasing out the Full-Time Reserve (FTR). As at 31 December 2006 the strength of the FTR was 790 officers. This represents a total of 576 FTR officers who have left the service since 31 March 2006.

5.13 Her Majesty’s Inspector of Constabulary published the outcome of their assessments of PSNI’s performance for the period 1 April 2005 to 31 March 2006. The report highlighted the strengths, the work in progress and areas for improvement within the service. Overall the PSNI’s performance in comparison with the most similar force group was positive especially in relation to the community’s perception of the service they provide and their efficiency in dealing with emergency incidents. However, the report also identified areas such as crime investigation and human resource management where there was potential for improvement.

5.14 At the Policing Board meeting on 2 February 2006 the Board agreed in principle to the recruitment of Police Community Support Officers (PCSOs), subject to no variation between the vetting criteria for membership of the PCSO and those which govern regular police officers and to confirmation of the contents of the proposed terms of employment of the PCSO and the draft legislation, respectively. Legislation, introduced to make provisions in this area, was debated in both Houses and received Royal assent on 19 March 2007.

5.15 The Policing Board also agreed to the rolling out of four new geographical areas of recruitment in respect of the Part-Time Reserve (PTR), subject to a scoping study by the PSNI. Since then the PSNI have recruited 101 PTR officers, deploying them in five areas across Northern Ireland.

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Northern Ireland Office Departmental Report 2007

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Security Objectives

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

5.21 This requires the Directorate:-

- To have in place and maintain a legislative framework for dealing effectively and proportionately with the terrorist threat
- Through the Organised Crime Task Force, to have in place strategies for countering the threat to Northern Ireland society from organised crime. These strategies are developed in partnership with the operational agencies represented on the Task Force
- To advise Ministers and officials on the exercise of powers relating to the security situation in such a way as to ensure they are used in a manner that is effective, proportionate and compatible with human rights obligations
- To keep security policy, including cross-border security co-operation, under continuous review in the light of changes in the level of threat from terrorism, with the aim of returning to fully normalised security arrangements as soon as the threat level allows

- To co-operate as appropriate with the Parades Commission and others to help bring about accommodation and agreement in respect of disputed parades
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Looking Back over Security in 2006/07

5.22 During the year the Independent Monitoring Commission (IMC) produced four reports on paramilitary activity. The conclusions from these reports are that the Provisional IRA has abandoned terrorism and violence;

Memorial Garden at Brooklyn in Belfast continued to attract a large number of visitors. The RUC Foundation continues to play an active role in marking the sacrifices and honouring the achievements of the RUC. The Northern Ireland Police Fund and the Police Rehabilitation and Retraining Trust continue their work within the policing family and were both visited by Security Minister Paul Goggins. The third annual Police Memorial Day was held in Belfast in October, commemorating police officers killed in the line of duty.

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Paul Goggins talks to recruits during passing out parade

5.18 The NIO-led, Alternative Policing Approaches Towards the Management of Conflict, UK Steering Group published its Fifth Report in September 2006. Aside from providing detailed medical and technical analysis on the development of the Attenuated Energy Projectile (AEP), which was introduced operationally to the police and army in Northern Ireland and to all police forces in England and Wales on 21 June 2005, the Fifth Report also focuses on the ongoing development of the new Discriminating Irritant Projectile (DIP); UK use of less lethal technologies e.g. Water Cannon, CS and PAVA spray and TASER®; and the importance of the UK and international context for this work.

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Looking Back over Security in 2006/07

5.22 During the year the Independent Monitoring Commission (IMC) produced four reports on paramilitary activity. The conclusions from these reports are that the Provisional IRA has abandoned terrorism and violence;

the general trend in paramilitary-related incidents has continued to improve; dissident republican groups continue to be active and intent on causing harm; and loyalists, while seeking to encourage community transformation, retain a paramilitary capability and continue to engage in crime. The IMC also produced two reports on normalisation. They concluded that the normalisation programme was on target.

5.23 The Organised Crime Task Force (OCTF) published its sixth annual report in June 2006. The report highlighted the successes of the Task Force against organised crime during 2005/06, assessed the threat to Northern Ireland society from the various forms of organised crime and detailed the initiatives being taken forward in 2006/07. OCTF successes during 2005/06 included:-

- £7m of drugs were seized by PSNI
- Counterfeit goods worth £10m were seized by PSNI
- 35 million cigarettes were seized by law enforcement
- 16 fuel laundering plants were disrupted by HM Revenue and Customs (HMRC)
- 10% decrease in armed robbery attacks compared to 2004/05
- Assets totalling nearly £30m were restrained or confiscated by PSNI, HMRC and the Assets Recovery Agency (ARA).

5.24 The Task Force continues to bear down on organised crime in Northern Ireland. The table below demonstrates the year on year successes:

Table 5.2- Activity against Organised Crime

Drugs seizures and arrests 2003/04 – 2005/06

	2003/04	2004/05	2005/06
Total No. of Seizure Incidents	2,347	2,402	2,767
'Street Value' of Drugs Seized	£15.1m	£9.5m	£7.1m
Persons Arrested	1,754	1,356	1,440
Persons Charged	1,088	1,077	1,276

Source: PSNI Statistical Report 2005/06

Street Value of Counterfeit Goods Seized by PSNI 2003/04 – 2005/06

	2003/04	2004/05	2005/06
Value	£7.6m	£7m	£9.9m

Source: OCTF Annual Report 2005/06

Oils Fraud – Customs Activity 2003/04 – 2005/06

	2003/04	2004/05	2005/06
Laundering plants disrupted	13	18	16
Seizures of illicit oils (m litres)	1.52	1.78	1.08
Gangs disrupted	2	5	2
Convictions	4	Nil	4
Average Sentence (months)	7	Nil	2
Confiscation Orders	Nil	Nil	Nil
Vehicles Seized	901	812	956

Source: HMRC Annual Report 2005/06

Tobacco – UK Market Shares (%)

	2003/04	2004/05	2005/06
Illicit market share:	15%	18%	14%

Source: HMRC Measuring Indirect Tax Loss 2005/06

Armed Robberies 2003/04 – 2005/06

	2003/04	2004/05	2005/06
No. of armed robberies in NI attributed to organised criminals	70	64	58

Source: OCTF Annual Report 2005/06

Criminal Assets – Number of Confiscation and Restraint Orders obtained by Police and Customs 2003/04 – 2005/06

	2003/04	2004/05	2005/06
Confiscation Orders	7	12	11
Restraint Orders	26	32	22

Source: OCTF Annual Report 2005/06

Criminal Assets – Amounts of Criminal Assets Restrained or Confiscated by Police and Customs 2003/04 – 2005/06

	2003/04	2004/05	2005/06
Restrained	£10.2m	£6.4m	£13.5m
Confiscated	£1.03m	£1.4m	£1.04m

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

Normalisation

5.29 Following the Provisional IRA's statement on 28 July 2005, the Secretary of State published a revised normalisation plan on 1 August 2005, setting out the

Government's commitment to return the security profile in Northern Ireland to that commensurate with a normal peaceful society within two years, provided the enabling environment was maintained. The work required was divided into three tranches. Tranches one and two are now complete and progress towards the completion of the three levels, the Stakeholder Group which is Chaired by the Security Minister Paul Goggins and comprises a wide range of key representatives from the law enforcement, civic and business communities: a smaller Strategy Group which is Chaired by the Director General Policing and Security and which is made up of senior representatives from the law enforcement agencies; and thirdly sub and expert groups comprising representatives of both the public and private sectors.

Alcohol – UK Market Shares (%)			
	2002/03	2003/04	2004/05
Illicit market share:	7%	8%	4%

Source: HMRC Measuring Indirect Tax Loss 2005/06

Criminal Assets – Amounts of Criminal Assets Restrained or Confiscated by ARA 2005/06		
Value	Number	
£10.1m	49	Referred
£6.6m	22	Adopted
£15.9m	21	Mareva/IRO/Tax Assessments

Source: OCTF Annual Report 2005/06

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5.26 The Stakeholder Group, now meets quarterly – following from a recommendation by the Northern Ireland Affairs Committee to increase the frequency of meetings - to advise on and monitor progress in achieving cross-cutting objectives to combat organised crime in Northern Ireland. It supports the law enforcement agencies in carrying out their statutory duties by creating a climate, politically and presentationally, to enhance their effectiveness. The group comprises senior representatives from PSNI, HMRC, ARA, the Serious Organised Crime Agency (SOCA), the Home Office, the Head of the NI Civil Service, the NIO, the NI Policing Board, the NI Chamber of Commerce and Industry, the Federation for Small Businesses and the Confederation of British Industry.

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

5.31 The police have continued to enjoy the support of the vast majority of the community and while there is still work to be done, results from the Northern Ireland Crime Survey have been highly encouraging - 61% think the police do a good job and 80% believe that the police provide an effective day to day policing service. While some districts showed a slight increase in reported crime during the year, steady progress has been made in the fight against crime and it is believed that this reflects a greater confidence within the community to work alongside the police in the prevention and detection of crime.

5.32 One of the highlights of the year was the Policing Board led International Policing Conference

Highlights of the Year – Policing

5.30 The Independent International Commission on Decommissioning (IICD) was established by treaty in September 1997 between the British and Irish Governments to oversee the decommissioning of paramilitary weapons. The completion of PIRA decommissioning was accomplished under the current scheme and the IICD is continuing to seek to secure the decommissioning of weapons from loyalist paramilitary organisations.

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held in Belfast in February. It attracted delegates from the UK, ROI and the US. Speakers were also drawn from both international professional policing as well as from Northern Ireland. The theme of the event was Policing the Future which included consideration of a variety of sub themes such as the Challenge of Policing in a Divided Society, the Challenge of Change, Global Challenges of Policing a Diverse Society as well as looking to the future.

5.33 The event also provided the opportunity to showcase the unique and important work of DPPs.

5.34 As part of the wider changes being brought about by the Review of Public Administration the Policing Board commenced in late December 2006 a consultation exercise on the future partnership arrangements. The consultation concluded at the end of February 2007 but to date the outcome of the exercise is not known.

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

5.36 Currently 21.65% of regular officers are from the Roman Catholic community, with a total of 2,611 recruits having been selected for appointment on a 50:50 basis. Following a wide ranging consultation with interested parties to review the temporary provisions which enable 50:50 recruitment, it has been agreed they will continue for a further three years. Legislation came into operation on 29 March 2007.

5.37 As recommended by Patten, the search for an effective and acceptable alternative to the plastic baton round continued under the direction of an NIO led UK Steering group. Following on from the June 2005 introduction in England, Wales and Northern Ireland of the Attenuating Energy Projectile (AEP), Government has continued the development of the Discriminating Energy Projectile (DIP). Scenario based trials on the DIP are due to commence in January 2008, running to September 2008, at which point the Steering Group's related decision on whether to continue with this programme will be re-assessed. The Government is also committed to monitoring other less lethal measures and to ensure that developing systems are medically evaluated and fully assessed where appropriate.

5.38 North-South policing co-operation continued across a range of areas including the exchange of a number of PSNI and Garda officers to respective forces in areas such as human resources, traffic, IT, community relations and training.

5.39 The Historic Enquiry Team (HET) continues its work to review the unresolved deaths arising from the security situation in Northern Ireland between 1968 and 1998. The HET provides an independent re-examination of unresolved cases, aimed at assisting in bringing closure to those families of victims affected by deaths attributable to the Troubles; re-examining all deaths attributable to the Troubles and ensuring that all investigative and evidential opportunities are examined and exploited in a manner that satisfies the PSNI's obligation of an effective investigation, in line with Article 2 of the PSNI Code of Ethics. Over 400 cases are currently under review by the HET Team.

5.40 The Police and Criminal Evidence (Amendment) (NI) Order 2007 and associated Codes of Practice passed through their parliamentary stages and were commenced on 1 March 2007. The Order updated the PACE legislation in Northern Ireland to bring it more into line with the PACE regime in England and Wales. In addition, the Codes of Practice were extensively revised to take account of the legislative changes and provide comprehensive guidance to police officers in the exercise of their powers as well as providing important safeguards for members of the public.

5.41 The Policing (Miscellaneous Provisions) (NI) Order 2007 progressed through Parliament in March 2007. The Order includes amongst other provisions, an increase in the range of civilian police support staff in Northern Ireland, such as the introduction of Police Community Support Officers, and an extension of the powers currently available to existing police and police support staff.

Highlights of the Year - Security

5.42 Despite a recent upsurge in dissident republican activity, all paramilitary and security indicators, including the Thirteenth Report of the Independent Monitoring Commission, continue to demonstrate significant reductions in the levels of paramilitary activity. Three deaths were recorded in 2006 as a result of the security situation, which represents the lowest recorded since 1969.

5.43 This year's parading season was the quietest for many years and most notable in that the successful police operations in Belfast on the twelfth of July did not require military support on the ground for the first time in many years.

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Security Minister Paul Goggins raising awareness of organised crime

Looking Forward – Policing

- 5.47** The next twelve months will be a very significant time for policing in Northern Ireland.
- 5.48** The decision of Sinn Fein at its Ard Fheis on 28 January 2007 to signal its support for policing changed the environment in which the PSNI will operate. As will the completion of the normalisation programme, scheduled for 31 July, which will see the end of routine military support for the police.
- 5.49** PSNI will continue to take forward its consideration of the revised structures required for DCUs and DPPs to provide an appropriate operational response to the Review of Public Administration. Considerable focus remains on further enhancing confidence in the police across the whole community. Catholic representation is expected to reach 23.5% by March 2008.
- 5.50** Approximately 350 officers are scheduled to leave under the severance arrangements introduced post Patten. Membership of the Full Time Reserve will continue to reduce and the Chief Constable will make a decision regarding the future of the remaining 680 FTR officers in September 2007.
- 5.51** Work will also continue on the PSNI LINKS project aimed at reducing the number of police support staff and re-orientating the remaining staff to the needs of modern policing.

occurrences were at their lowest in 2006. This figure represents a more than 50% decrease in recorded incidents from 2005, which peaked in the aftermath of the Whiterock Parade.

5.45 The Justice and Security (Northern Ireland) Bill was introduced into Parliament in November 2006. This will put in place replacement arrangements for the Diplock Courts system and create police and military powers that reflect their changed roles in a normalised security environment. It also provides for the regulation of the private security industry in Northern Ireland by the Security Industry Authority (SIA). When regulation in Northern Ireland commences, the SIA will become a UK-wide body.

5.46 The Organised Crime Task Force's successes during 2006/07 will be reported in the 2006/07 OCTF Annual Report, due to be published in June 2007. Highlights during the year included:-

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 - October 2006 – Fourth annual cross-border seminar on organised crime was held in Limavady
 - IMC's 12th report stated that PIRA has maintained a firm stance against involvement of its members in criminality
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5.52 Following the International Policing Conference in February 2007 work will also be taken forward to review and revise the Secretary of State's long-term policing objectives. Part of this work will include consideration of the outstanding Patten recommendations following the final report of the Policing Oversight Commission in May 2007.

5.53 During 2007/08 it is intended to finalise regulations on designated civilians as provided for in the Police (Northern Ireland) Act 2003. The purpose of the regulations is to apply a complaint and misconduct system to civilians and contracted-out staff who have been designated with limited policing powers. These were originally due for completion in 2006/07 but were delayed due to changes in the Policing (Miscellaneous Provisions) Order 2007 which impacted on the regulations.

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

5.55 In addition, with the return of the Northern Ireland Assembly, the membership of the Policing Board will be reconstituted with the intention of the new Board being in place as soon as practicable.

5.56 District Policing Partnerships will also be reconstituted following Sinn Féin's declared support for policing institutions. The Policing Board will lead this exercise working closely with the Department.

5.57 Finally, it is planned to enhance significantly the arrangements for employment checking in Northern Ireland by using Part 5 of the Police Act 1997 to establish a criminal disclosure body for Northern Ireland. This is being taken forward in partnership with other Government departments and the PSNI, in consultation with other key stakeholders from the commercial and voluntary sectors. The work will also give effect to the relevant recommendations of the Bichard Inquiry, thereby providing greater levels of protection to the vulnerable. It is the Department's intention that the new body will go live in 2007.

Looking Forward – Security

5.58 The security normalisation programme is due to be completed by 31 July 2007. The actions listed in Tranche 3 of the programme remain to be completed. These include:-

- The vacation, closure and disposal of all military sites to leave no more than 14 core sites

- The further reduction in Army and other service levels, including the disbandment of the operational brigade headquarters, to a permanent military garrison of no more than 5,000. The size of the longer-term garrison is likely to fluctuate in response to global demands on the army and its overall complement
- The repeal of counter-terrorist legislation particular to Northern Ireland.

5.59 As security normalisation is achieved the new measures to safeguard the public including reform of the jury system and a new regulatory framework for the private security industry in Northern Ireland will be taken forward.

Review of Parading

5.60 During 2007/08 a review body will consider the longer term strategic approach to parading. This will be a wide-ranging review which will seek the views of all those directly or indirectly affected by parading and will consider whether there are new or additional approaches which can be applied.

Organised Crime Task Force

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

- Supporting the passage of the Serious Crime Bill through Parliament by summer 2007, which includes provisions to:
 - Introduce Serious Crime Prevention Orders (SCPO), which could be used against individuals or organisations to place restrictions or obligations on them in order to prevent serious crime
 - Merge the Assets Recovery Agency with the Serious Organised Crime Agency
 - Create new offences of assisting and encouraging crime
- Raising awareness of the dangers of organised crime amongst all sections of the community through OCTF roadshows and awareness events
- Tackling extortion against the business community through a suite of measures, including a publicity campaign to promote the PSNI extortion helpline and the roll-out of Construction Contract Monitors (CCM)
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Organised Crime Task Force

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

- Supporting the passage of the Serious Crime Bill through Parliament by summer 2007, which includes provisions to:
 - Introduce Serious Crime Prevention Orders (SCPO), which could be used against individuals or organisations to place restrictions or obligations on them in order to prevent serious crime
 - Merge the Assets Recovery Agency with the Serious Organised Crime Agency
 - Create new offences of assisting and encouraging crime
- Raising awareness of the dangers of organised crime amongst all sections of the community through OCTF roadshows and awareness events
- Tackling extortion against the business community through a suite of measures, including a publicity campaign to promote the PSNI extortion helpline and the roll-out of Construction Contract Monitors (CCM)
- Tackling illegal dumping - new legislation will be introduced in the spring of 2007 enhancing waste enforcement powers to enable suspect vehicles to be

Review of Parading

5.60 During 2007/08 a review body will consider the longer term strategic approach to parading. This will be a wide-ranging review which will seek the views of all those directly or indirectly affected by parading and will consider whether there are new or additional approaches which can be applied.

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Looking Forward – Security

5.58 The security normalisation programme is due to be completed by 31 July 2007. The actions listed in Tranche 3 of the programme remain to be completed. These include:-

- The vacation, closure and disposal of all military sites to leave no more than 14 core sites
- The further reduction in Army and other service levels, including the disbandment of the operational brigade headquarters, to a permanent military garrison of no more than 5,000. The size of the longer-term garrison is likely to fluctuate in response to global demands on the army and its overall complement
- The repeal of counter-terrorist legislation particular to Northern Ireland.
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- To oversee complaints against the police and to conduct investigations into complaints against senior officers.

5.64 On 13 March 2006 the Secretary of State announced the membership of the newly reconstituted Policing Board comprising 8 MLA's and 11 Independents. The new Board commenced its term of office on 1 April 2006. The restoration of the Northern Ireland Assembly requires the membership of the Policing Board to be reconstituted again. The intention is to have the new Board in place as soon as practicable thereafter. More information about the work of the Northern Ireland Policing Board can be found on their website at www.nipolicingboard.org.uk

Police Service of Northern Ireland

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

Police Expenditure 2006/07

5.66 The police resource and capital allocation for 2006/07 was set at £882.4 million to meet the day to day running costs of the PSNI and funding for Patten related projects. Full statistics and indicators can be found in the Chief Constable's Annual Report, available from PSNI, Brooklyn, 65 Knock Road, Belfast BT5 6LE. In addition a copy of the annual policing plan, setting out the key objectives of the police service can be obtained by writing to the Northern Ireland Policing Board, Waterside Tower, 31 Clarendon Dock, Belfast BT1 3BG or at the Policing Board website www.nipolicingboard.org.uk

Police Ombudsman for Northern Ireland

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

stopped, searched and, if necessary, seized and retained pending the outcome of an investigation

- Oils fraud - a new Petroleum Licensing Authority is to be established by summer 2007 to streamline and tighten the petrol licensing regime
- Safeguarding charities - legislation has been passed to introduce, by summer 2007, a full statutory regime, including an NI Charities Register regulated by a newly appointed Charities Commission
- Private Security Industry - the local industry is to be modernised and made more transparent through more effective regulation of the industry
- Strengthening the regulatory framework - the Task Force will closely monitor the implementation of legislation in the following areas:
 - Taxis: revised taxi licensing legislation has been laid and will be in effect by summer 2007, providing for operator licensing and enhanced enforcement powers
 - Liquor licensing: legislation is to be introduced in 2007 introducing personal and premises licenses and strengthened enforcement measures.

Northern Ireland Policing Board

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

5.63 Its main responsibilities include the following:-

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

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5.68 The Police Ombudsman's resource and capital allocation for 2006/07 was £9.948 million. The office has a complement of 128 staff and they are employed in three main areas: complaints and investigations, research and information, and corporate support. Information on the work of the Police Ombudsman can be found in the Police Ombudsman's Annual Report, published each July and available from the Police Ombudsman for Northern Ireland, New Cathedral Buildings, St Anne's Square, 11 Church Street, Belfast, BT1 1PG. Information can also be found at the Police Ombudsman's website www.policeombudsman.org.

Parades Commission

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

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

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

5.71 The Commission held a wide-ranging public consultation on these documents and on 25 October submitted its report "Parading in a Peaceful Northern Ireland: Forward View and Review of Procedures" to the Secretary of State. The Secretary of State has accepted all recommendations at least in principle and the recommended amendments to the statutory documents will be incorporated into draft form to be laid before each House of Parliament and brought into force by an order made by the Secretary of State.

5.72 The Commission's budget for 2006/07 was £1.33 million. The Secretary of State appointed a new Commissioner with effect from 1 February 2007 to fill a vacancy on the Commission.

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

Independent Monitoring Commission

5.74 During the year the Independent Monitoring Commission produced four reports. Three of these were on paramilitary activity, one on security normalisation. One of the paramilitary activity reports was an ad hoc report requested by the two Governments on foot of the St Andrews Agreement.

5.75 The Secretary of State's second annual report on the operation of the IMC was also published. That report included the audited accounts of the IMC for the first fifteen months of its operation.

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

Northern Ireland Police Fund

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

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

5.79 The principal role of the Northern Ireland Police Fund is to address the adverse effects of terrorist violence on the police family, particularly in terms of disability and bereavement. In the main this is delivered through the distribution of a range of direct grants supplemented by a series of donations to other police family agencies to enable them to better meet the needs of police who have been the victims of terrorist violence. The Fund has a range of programmes to which eligible individuals can apply for assistance and has an annual budget of £1.8 million. The Fund ran their first conference in 2005 entitled 'Making a Difference, Care in the Police Family', and are currently planning their 2007 conference on the topic of 'Next Steps for Care in the Police Family'.

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5.81 The Police Rehabilitation and Retraining Trust was incorporated as a company limited by guarantee on 2 March 1999. It was established to provide members of the RUC and RUCR and their families with assessment, training and support prior to and following cessation of their service. Its mission is "to enable clients to achieve and sustain a successful transition into civilian life by providing unrivalled personal and careers advice and guidance, psychological and physical therapies, training and employment support". More information on the Trust can be found at www.prrt.org or by writing to Police Rehabilitation and Retraining Trust, Maryfield, 100 Belfast Road, Holywood BT18 9QY.

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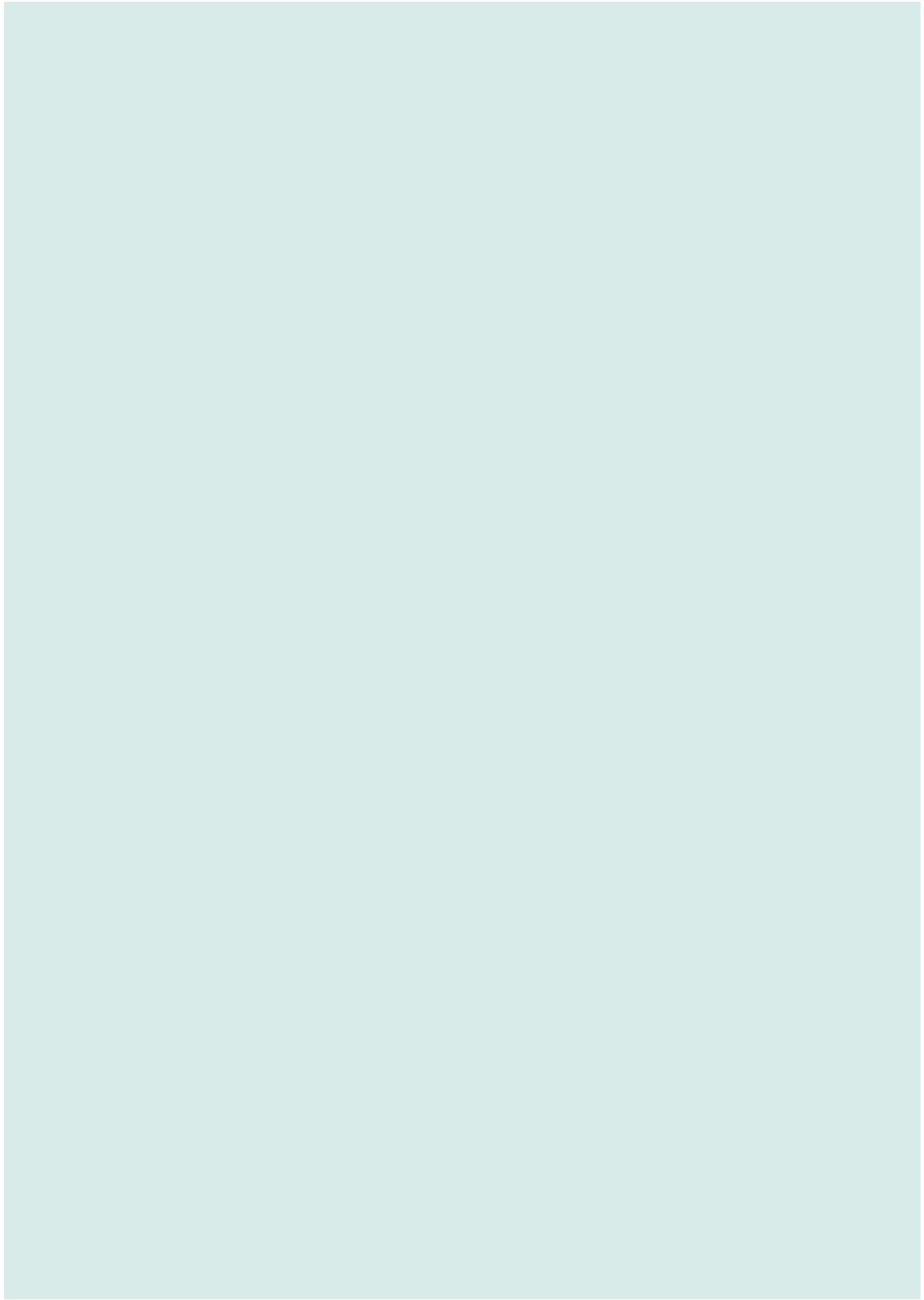
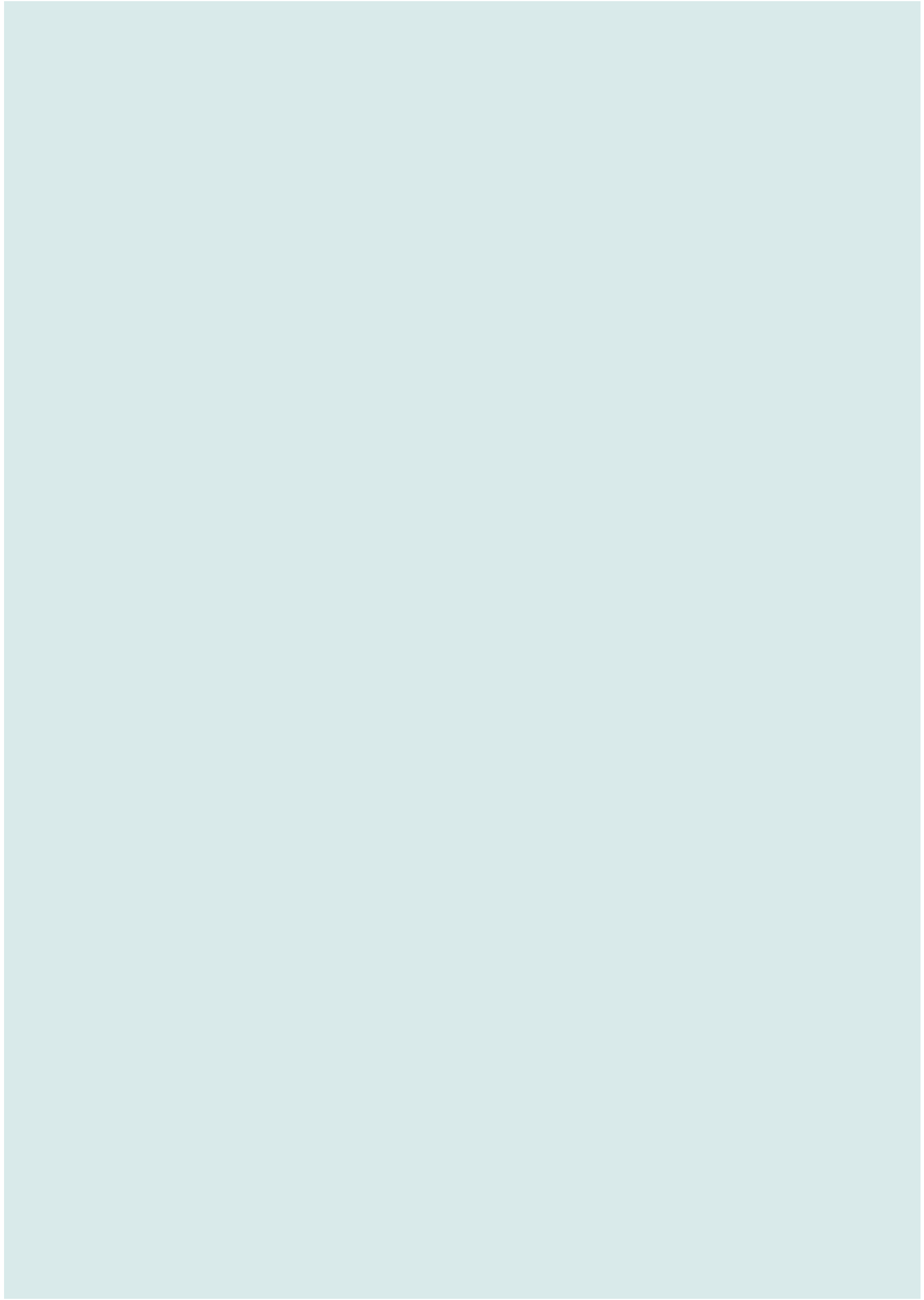
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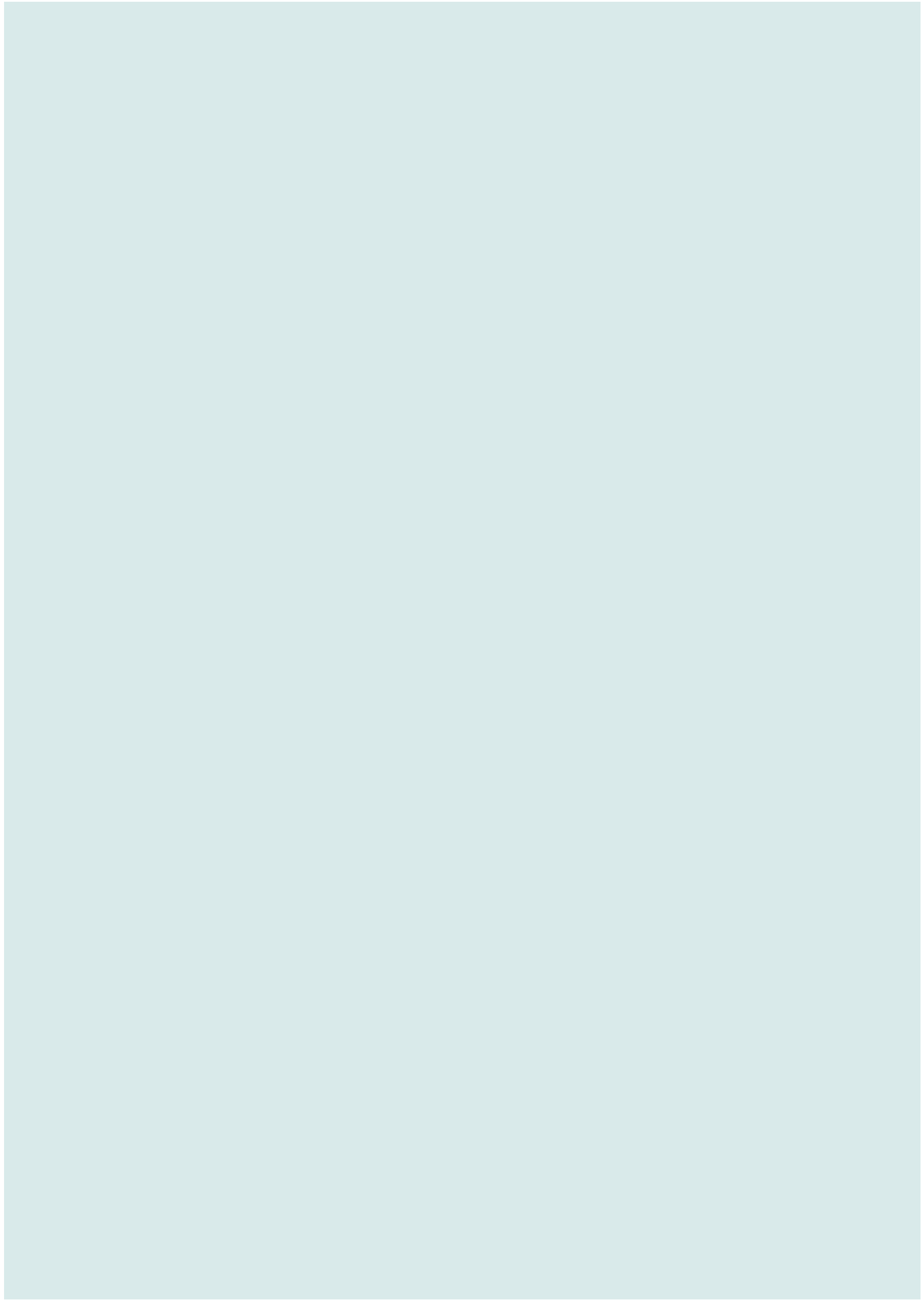
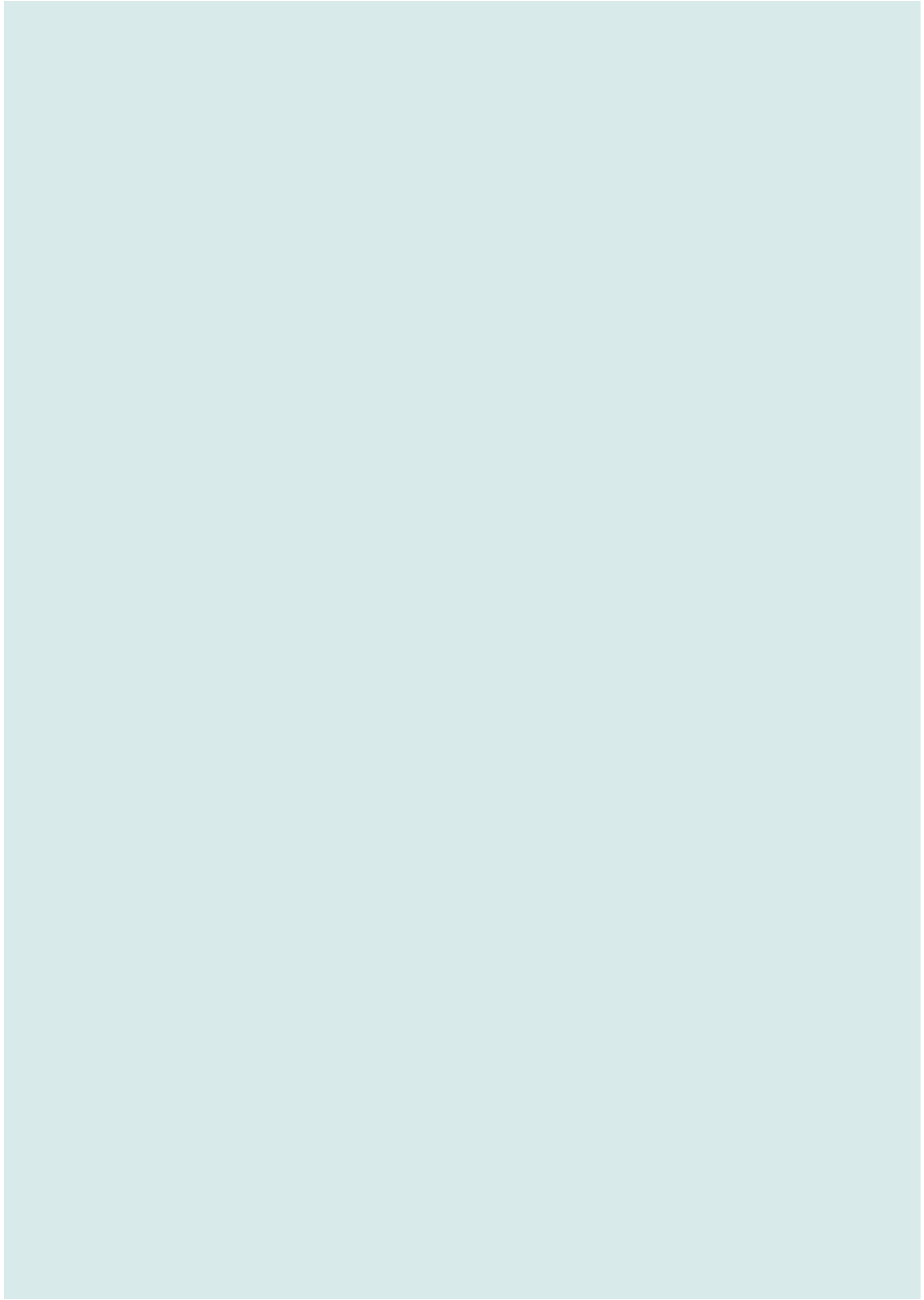


Criminal Justice
Directorate

Chapter Six

Chapter Six

Criminal Justice
Directorate



Looking Back over 2006/07 Criminal Justice Reform

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

6.4 The Justice Oversight Commissioner, Lord Clyde, completed his three-year tenure as Justice Oversight Commissioner on 15 June 2006, with the publication of his sixth and final report on the implementation of the Criminal Justice Review. His final report confirmed that 79% of the 294 recommendations of the Review had been implemented with the implementation of the remainder almost entirely dependent on the devolution of responsibility for criminal justice system in Northern Ireland has been transformed by the implementation of the Review.

6.5 Following the publication of a report on avoidable delay in the criminal justice system by the Chief Inspector of Criminal Justice, Ministers established the Delay Action Team (DAT) – comprising members of the Police Service of Northern Ireland (PSNI), the Public Prosecution Service (PPS), the Youth Justice Agency (YJA) and the Northern Ireland Court Service (NICtS) – to consider how criminal cases in Northern Ireland could be managed more expeditiously and to develop a new strategy to deliver improvements, including the development of end-to-end targets for cases going to the Crown, Magistrates and Youth Courts. The DAT published its Report in November 2006 and significant progress has now been made in implementing improvements.

6.6 The Criminal Justice Inspectorate has carried out an ambitious programme of inspections, making recommendations for deliverable actions to improve services; key reports included that on avoidable delay and an interim report on behalf of the Government on how sex offenders are managed in Northern Ireland following the high-profile Trevor Hamilton case.

6.7 Work continues on drafting Human Rights Guidance for the criminal justice system in Northern Ireland in accordance with the provisions of section 8 of the Justice (Northern Ireland) Act 2004. The agencies covered have been consulted and a draft is currently being prepared for public consultation.

6.8 Meetings have taken place between ministers and officials at a number of levels on both sides of the border under the Intergovernmental Agreement on Criminal Justice Cooperation. Good relations, excellent communications, the exchange of personnel and a

Role and Task

- 6.1** During 2006/07 the Criminal Justice Directorate was tasked with the delivery of PSA targets 2 and 3 as set out in Appendix A.
- Secure an improved service to the public through better co-operation, co-ordination and accountability in the criminal justice system, including professional and voluntary bodies
 - Plan for structural changes affecting the delivery of criminal justice, including devolution of responsibility to the Assembly
 - Secure an improved service to the public through better co-operation, co-ordination and accountability in the criminal justice system, including professional and voluntary bodies
 - Plan for structural changes affecting the delivery of criminal justice, including devolution of responsibility to the Assembly
 - Co-ordinate the efforts by the Probation Board for Northern Ireland (PBNI), the Youth Justice Agency, the Prison Service and others to reduce the rate of reconviction by 5% compared to the predicted rate by April 2008
 - Optimise youth justice outcomes, within legislative and resource parameters
 - Enhance community safety by reducing crime, especially domestic burglary and vehicle crime and anti-social behaviour, and promoting feelings of safety
 - Enhance community safety by reducing crime, especially domestic burglary and vehicle crime and anti-social behaviour, and promoting feelings of safety
 - Maintain and develop an effective body of criminal law for Northern Ireland and to develop new criminal justice provisions in line with Ministerial decisions
 - Maintain and develop an effective body of criminal law for Northern Ireland and to develop new criminal justice provisions in line with Ministerial decisions
 - Steer and shape the modernisation of the criminal justice system in Northern Ireland and enhance public confidence in it
- 6.3** The Criminal Justice Directorate's objectives for 2006/07 were to:-
- Steer and shape the modernisation of the criminal justice system in Northern Ireland and enhance public confidence in it
 - Maintain and develop an effective body of criminal law for Northern Ireland and to develop new criminal justice provisions in line with Ministerial decisions
 - Enhance community safety by reducing crime, especially domestic burglary and vehicle crime and anti-social behaviour, and promoting feelings of safety
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 - Enhance community safety by reducing crime, especially domestic burglary and vehicle crime and anti-social behaviour, and promoting feelings of safety
 - Modernise the criminal justice system and promote working in partnership with others to:-
 - Support and help develop an efficient, effective and responsive criminal justice system in Northern Ireland. The Directorate aims to do this by working in partnership with others to:-
 - To support and help develop an efficient, effective and responsive criminal justice system in Northern Ireland. The Directorate aims to do this by working in partnership with others to:-
 - Modernise the criminal justice system and promote public confidence in it
 - Reduce criminality and the fear of crime
 - Develop and maintain a relevant body of criminal law
 - Enhance the criminal justice system's responsiveness to the needs of victims and witnesses.

Role and Task

6.1 During 2006/07 the Criminal Justice Directorate was tasked with the delivery of PSA targets 2 and 3 as set out in Appendix A.

Aim

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

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

Objectives

6.3 The Criminal Justice Directorate's objectives for 2006/07 were to:-

- Steer and shape the modernisation of the criminal justice system in Northern Ireland and enhance public confidence in it
- Maintain and develop an effective body of criminal law for Northern Ireland and to develop new criminal justice provisions in line with Ministerial decisions
- Enhance community safety by reducing crime, especially domestic burglary and vehicle crime and anti-social behaviour, and promoting feelings of safety
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- Plan for structural changes affecting the delivery of criminal justice, including devolution of responsibility to the Assembly
- Secure an improved service to the public through better co-operation, co-ordination and accountability in the criminal justice system, including professional and voluntary bodies

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

Looking Back over 2006/07 Criminal Justice Reform

6.4 The Justice Oversight Commissioner, Lord Clyde, completed his three-year tenure as Justice Oversight Commissioner on 15 June 2006, with the publication of his sixth and final report on the implementation of the Criminal Justice Review. His final report confirmed that 79% of the 294 recommendations of the Review had been implemented with the implementation of the remainder almost entirely dependent on the devolution of responsibility for criminal justice matters. Over the last three years the criminal justice system in Northern Ireland has been transformed by the implementation of the Review.

6.5 Following the publication of a report on avoidable delay in the criminal justice system by the Chief Inspector of Criminal Justice, Ministers established the Delay Action Team (DAT) – comprising members of the Police Service of Northern Ireland (PSNI), the Public Prosecution Service (PPS), the Youth Justice Agency (YJA) and the Northern Ireland Court Service (NICtS) – to consider how criminal cases in Northern Ireland could be managed more expeditiously and to develop a new strategy to deliver improvements, including the development of end-to-end targets for cases going to the Crown, Magistrates and Youth Courts. The DAT published its Report in November 2006 and significant progress has now been made in implementing improvements.

6.6 The Criminal Justice Inspectorate has carried out an ambitious programme of inspections, making recommendations for deliverable actions to improve services; key reports included that on avoidable delay and an interim report on behalf of the Government on how sex offenders are managed in Northern Ireland following the high-profile Trevor Hamilton case.

6.7 Work continues on drafting Human Rights Guidance for the criminal justice system in Northern Ireland in accordance with the provisions of section 8 of the Justice (Northern Ireland) Act 2004. The agencies covered have been consulted and a draft is currently being prepared for public consultation.

6.8 Meetings have taken place between ministers and officials at a number of levels on both sides of the border under the Intergovernmental Agreement on Criminal Justice Cooperation. Good relations, excellent communications, the exchange of personnel and a

programme of cooperative work across the criminal justice systems have been developed. Particularly useful work has taken place in relation to probation programmes, the monitoring of registered sex offenders, support for victims and forensic science services.

6.9 The second Criminal Justice System Northern Ireland (CJSNI) conference concluded Criminal Justice Week in June 2006. It focussed on partnership working and strengthening communication between the CJSNI and its non-statutory stakeholders.

Community Safety

6.10 The Department's Community Safety Unit (CSU) continued to support the local delivery of community safety through the 26 Community Safety Partnerships (CSPs). An investment of £1.75m has been provided to roll-out local action plans, developed as a direct result of local consultation. Over 300 local projects are now being implemented involving many statutory agencies, community, voluntary and faith-based groups. These action plans have also fostered closer links between CSPs with various projects being delivered on a cross-council basis. The projects vary in nature, however common themes do exist, including tackling domestic violence, underage drinking, anti-social behaviour, fear of crime and domestic burglary. For example, an exciting initiative, being delivered in partnership with the Northern Ireland Fire and Rescue Service, is the LIFE scheme. This programme works with young people to give them first hand knowledge and experience of the firefighter's role and challenges young people referred to the scheme about their attitudes towards arson, attacks on the emergency services, anti-social behaviour and the consequences of these actions.

6.11 The CSU has also continued to strengthen its links with the Northern Ireland Policing Board (NIPB) and District Policing Partnerships (DPPs). The CSU and NIPB developed a joint Memorandum of Understanding which established a basis on which the CSPs and DPPs can develop more effective and efficient working arrangements and clearly set out the respective roles of both organisations. It also provides a framework for enhancing, at strategic level, working relationships between the CSU and the NIPB. Opportunities for joint seminars, training and consultation exercises for CSP co-ordinators and DPP managers are also being explored.

6.12 The CSU commissioned Criminal Justice Inspectorate Northern Ireland (CJINI) to carry out an inspection of CSPs. This work was carried out over the summer months with CJINI issuing its report in November. Whilst commending the ongoing good work of CSPs the report recommended a number of areas

where there may be room for improvement. These included more stringent monitoring of attendance at CSP meetings and further development of working relationships with DPPs.

6.13 The CSU has continued to support the development of Neighbourhood Watch across Northern Ireland in partnership with the PSNI and the Northern Ireland Policing Board. The milestone of the 200th accredited scheme was reached during 2006/07 and an evaluation of the impact of Neighbourhood Watch was initiated. Window stickers were issued to schemes and ID cards were made available to co-ordinators.

6.14 The Unit has also developed its response to hate crime. A system for recording incidents of hate crime, Project RIOH (Recording Incidents of Hate), was piloted in South Belfast from June to December 2006 to enable victims or witnesses to report hate incidents to one of a range of statutory, voluntary and community organisations. The pilot will be evaluated before any potential roll-out (subject to resources) across Northern Ireland.

6.15 A new pilot scheme to provide practical support to victims of hate crime commenced in February 2007. The scheme is being delivered in partnership with the Northern Ireland Housing Executive and PSNI and provides home and personal security measures when a victim has been subject to an attack at or near their home because of their race, sexuality, political opinion, disability or religion.

6.16 The CSU continued to provide advice and information to agencies on tackling anti-social behaviour issues including the use of anti-social behaviour orders and acceptable behaviour contracts. The Unit also provided support to an innovative 'Summer Splash' scheme in Newtownabbey, Carrickfergus and Larne boroughs to divert young people away from anti-social behaviour, and continued to financially support the Essential Services Safety Group, which works to reduce the number of attacks on the emergency services in west Belfast. Work was commenced to evaluate the effectiveness of anti-social behaviour orders and the CSU continues to work with key stakeholders to identify any legislative gaps to be addressed under the ongoing review of the community safety strategy.

6.17 The domestic violence strategy and action plan sets out the way ahead to tackle domestic violence in Northern Ireland. In partnership with the Department of Health, Social Services and Public Safety (DHSSPS), the Unit has driven a number of key projects including a media campaign targeting both male and female victims of domestic violence and continued sponsorship of the 24-hour free phone Domestic Violence Helpline.

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6.26 Working with Help the Aged and Age Concern, the Government provided funding for a Handyvan Scheme in the greater Belfast area to provide home security measures and help reduce the fear of crime among older people. 538 referrals led to over 4,492 items being installed in homes.

6.27 The CSU continued to demonstrate its commitment to the voluntary and community sector in the criminal justice field by contributing over £3m to a range of voluntary organisations including Victim Support Northern Ireland (VSNI), Extern, NIACRO, NSPCC and Nexus. The core funding of VSNI enabled them to support over 50,000 victims of crime, around 3,000 individuals attending court and 2,000 individuals claiming criminal injuries compensation. CSU has also worked closely with the VSNI Witness Service, rolling the service out to the Magistrates' and County Courts in five of the seven court areas.

6.28 Finally, the CSU supported the development of Bee Safe – a proactive, multi-agency community safety initiative specifically aimed at helping primary seven children to learn more about their own safety and the safety of others – through the funding of a regional co-ordinator post which has seen the extension of Bee Safe to 22 of the 26 local council areas.

Criminal Justice Services

6.29 In setting out its vision, the youth justice subgroup of the Criminal Justice Board developed a Charter for Youth Justice which articulates a set of agreed outcomes for the youth justice system as a whole; describes how these will be achieved; and establishes key priorities for joint action with partnership agencies. In addition, a comprehensive process map of the youth justice system was completed with the aim of promoting greater coherence, efficiency and effectiveness in the system.

6.30 An independent evaluation of the Bail Supervision and Support Scheme was carried out by Queens University, Belfast. The report published in May 2006 confirmed that the scheme was making a very positive contribution to the youth justice system in Northern Ireland by reducing the reliance on custody and preventing re-offending in the community.

6.31 The State Pathologist's Department (SPD) carried out over 1,500 autopsies during the reporting year and in almost all cases was able to release bodies in time to allow the families of the deceased to arrange for burial within the traditional three day period. Following on from the decision by Belfast City Council to withdraw from provision of staff for the forensic mortuary, the NIO secured an agreement under which the staff were transferred to the employment of the Royal Group of

6.18 In March 2006, the Northern Ireland Office together with the Northern Ireland departments introduced a domestic violence workplace policy and guidelines for employers issued to 4,000 employers, across all sectors. December 2006 saw the publication of a research report exploring the feasibility of piloting a One Stop Shop (OSS) project in Northern Ireland to improve prosecution rates. Work to consider the setting up of the OSS will be taken forward during 2007.

6.19 The CSU co-funded a year long campaign targeting young people on the carrying of knives. Highlights included two knife amnesties that removed over 1,500 knives from the streets and a knife summit in September 2006.

6.20 In September 2006, the Unit announced that 87 new CCTV cameras are to be installed across 14 locations in Northern Ireland over the next two years. Work is ongoing in the roll-out of this programme.

6.21 The CSU worked in partnership to implement a series of initiatives to address car crime and domestic burglary. Operation Clean Up (which removes vehicles that have been untaxed for three months or more and that the police consider are being used by offenders to commit crime) has removed 6,278 vehicles - 58% of these have been destroyed. During 2006/07 1,913 vehicles were removed, 41% of which were destroyed.

6.22 In addition, the theft from vehicles advertising campaign "If they see it, they'll steal it" was re-run with two radio adverts, Adshel advertising and an admobile campaign. "If they see it, they'll steal it" was re-run with two radio adverts, Adshel advertising and an admobile campaign message was promoted widely and at local community level.

6.23 In September 2006 the CSU launched a website – www.howsecureismyhome.com which provides advice and guidance to all householders on how they can take simple, inexpensive, but effective measures to improve the security of their homes. A supporting DVD was circulated widely as a crime prevention training tool.

6.24 The Lock Out Crime Scheme continued to address the safety of older people - over 57,000 letters had been issued to those identified as being eligible, with 18,000 replies, and by February 2007 over 14,000 new home security improvements had taken place. Work continued on the development of a draft strategy on the safety of older people and this was issued for public consultation in March.

6.25 The CSU jointly funded a pilot alleygating project in five areas of Belfast. Bryson Charitable Group was engaged to undertake a community consultation culminating in around 160 alleygates being installed. The aim of this project is to reduce domestic burglary, anti-social behaviour and to improve the environment within the target areas.

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6.32 During the past year the Criminal Justice Directorate has worked closely with Forensic Science Northern Ireland (FSNI) to progress a major modernisation programme which is approaching completion. Details of this programme are included in the chapter on FSNI.

6.33 During the year the process of appointing a new Probation Board with effect from 1 December 2006 was completed.

Criminal Justice Policy

6.34 A number of the key policy and legislative developments driven forward during the past business year have had a particular focus on public protection issues and improvements in operational efficiency more generally across the criminal justice system.

6.35 Following extensive public consultation on a review of the existing sentencing framework, proposals for a radical change to the structure of sentencing in Northern Ireland were unveiled in December 2006. The proposals aim to ensure that the widest possible range of sentencing options are available to the courts to ensure that the Government's responsibilities in terms of public protection, deterrence, punishment and rehabilitation can be fully realised. The proposed new structure includes: indeterminate and extended public protection sentences for dangerous violent and sexual offenders; compulsory post-release supervision for all offenders; a range of measures aimed at diverting low risk offenders away from custody; and the introduction of electronic monitoring to enable effective monitoring of curfew based conditions.

6.36 Developing policy on protecting the public from the risk posed by sex offenders living in the community has also continued to be a key priority. The Department also consulted on a fundamental review of the law on sex offences in Northern Ireland, with a view to introducing a new modernised and strengthened body of law, similar to the Sexual Offences Act in England and Wales. In terms of sex offender risk management arrangements there were UK-wide changes to the law on sex offender notification requirements, including improved police powers to enter and search the home of a sex offender for the purpose of assessing the risks posed by the individual. In addition a memorandum of understanding between the UK and Irish Governments on information sharing arrangements relating to sex offenders was signed in November 2006. Work has also continued towards legislating to develop and further strengthen existing multi-agency risk management arrangements.

6.37 The Department's Criminal Justice Policy Division (CJPD) has been closely involved, in the capacity as joint chair of a multi-agency steering group, in shaping the development of a regional strategy for sexual violence. The strategy framework aims to improve the policy and service responses to the multi-dimensional issues posed by sexual violence, across the healthcare, education and criminal justice sectors. CJPD was responsible for developing protection and justice measures - one of the three key themes of the strategy - which focused on the development of legislation provisions, affording greater levels of public protection and initiatives aimed at providing better support mechanisms for victims and witnesses of crime. The consultation document "Hidden Crimes - Secret Pain" was issued for 12 weeks public consultation on 29 January 2007. Between 22 March and 4 April 2007 DHSSPS and NIO jointly facilitated a series of public events, across the four Health and Social Services Board areas, which offered all interested parties the opportunity to comment on the proposals and inform future policy development.

6.38 The Department's commitment to secure improvements in the consistency, co-ordination and quality of service provision to victims and witnesses across the criminal justice system has also been afforded a high priority during the past year. Central to this has been the development of a new cross-cutting strategy, which seeks to improve the current level of service provision for victims and witnesses of crime, through the identification of improvement objectives across five key areas targeting known victim and witness needs. The draft strategy was published for 12 weeks public consultation on 29 January 2007.

6.39 In addition to development work on the strategy, 2006 also saw the formation of a new victim and witnesses intergovernmental project advisory group which aims to consider victim and witness issues with a cross-border dimension particularly in relation to information provision, protection and counselling.

6.40 Work continued in-year on proposals for implementing the recommendation of the Criminal Justice Review on community-based restorative justice. A revised draft protocol was published in July 2006, and a second period of public consultation on the draft protocol and an equality impact assessment of its measures, commenced in September 2006. Following Ministerial consideration of responses, a finalised protocol for community-based restorative justice schemes was published on 5 February 2007 and schemes have now been invited to make expressions of interest in seeking formal accreditation. A number of schemes have already responded to the invitation and are actively engaged in the process of pre-accreditation inspection by the Criminal Justice Inspectorate (CJINI), in

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David Hanson pictured with Pam Surphlis, one of this year's Justice Award winners. Eight years ago Pam and three other volunteers started a support service for young witnesses.



order to assess their ability to meet the stringent requirements of the Protocol.

6.41 A range of legislative consultations were completed during 2006/07, some focusing specifically on Northern Ireland law, others in conjunction with England and Wales. In partnership with the DoENI a number of proposals aimed at improving the effectiveness of road traffic law in Northern Ireland were consulted upon. A consultation was held specifically on the law on knives in Northern Ireland. Working with the Home Office, the Department participated in consultations aimed at seizing profits that criminals make from publications about crimes they have committed; proposals for a corporate manslaughter Bill; and a consultation to review the test used by the court of appeal when considering whether to quash a criminal conviction.

6.42 In addition, many new legislative provisions were commenced during the business year. Powers for courts to tackle jury-tampering were brought into effect, as were provisions relating to trials of criminals who commit multiple offences. Both were created to make the trial process more effective. New powers in relation to bail were commenced, including powers enabling the police to impose conditions on bail, and enabling a magistrates court, on application to the prosecution, to reconsider bail decisions of a magistrates court or a police custody officer. The Fraud Act was enacted, simplifying the law on fraud, as were the Police and Criminal Justice Act and the Violent Crime Reduction Act – the latter included a power, due for commencement shortly, raising the age at which knives can be purchased.

6.43 The NIO's Statistics and Research Branch continued to support the Department and customers across the criminal justice system through the management of a series of research contracts on bail, youth justice, equity monitoring and offending behaviour. In addition, the Branch was heavily involved in support of the Delay Action Team's requirements for monitoring data to assess the effectiveness of procedures to reduce avoidable delay. A wide range of research and statistical reports were published including: Digest of Information on the Northern Ireland Criminal Justice System; bulletins on adult and juvenile conviction rates; and a series of bulletins on findings from the Northern Ireland Crime Survey relating to experience and perceptions of crime, including a specific report on experience of domestic violence.

6.44 Publication of the Justice Oversight Commissioner's final report on the implementation of the Criminal Justice Review saw the completion of a major effort to improve and modernise the criminal justice system in Northern Ireland. The Justice Oversight

Highlights of the Year

Criminal Justice Reform

6.44 Publication of the Justice Oversight

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David Hanson pictured with Pam Surphlis, one of this year's Justice Award winners. Eight years ago Pam and three other volunteers started a support service for young witnesses.

Commissioner's report confirmed that 79% of the 294 recommendations of the Review had been implemented, with the majority of those remaining subject to the devolution of responsibility for criminal justice matters.

6.45 Lord Clyde concluded:

'The enormous work involved in the implementation of these 294 recommendations is substantially completed. The implementation of the many recommendations which were set out in the Criminal Justice Review should be a major element in furthering the development in Northern Ireland of an effective and efficient system of criminal justice, and one in which all the people of Northern Ireland may take a particular pride.'

'The institutional changes and the operational progress which have been achieved over the past three years have been remarkable and the agencies who have managed these reforms deserve congratulation.'

6.46 The creation of the Delay Action Team (DAT) has been the keystone of the campaign to reduce delay in the criminal process and deliver tangible results quickly in the future. Their work augments our commitment and genuine investment to counter this problem.

6.47 The introduction of the CJSNI Awards gave recognition to the unsung heroes in both the statutory and non-statutory sectors of criminal justice, who by their commitment, dedication and expertise make Northern Ireland a safer and better place to live. The awards were presented by the Minister for Criminal Justice, David Hanson MP, during the CJSNI Conference in June 2006.

6.48 An event took place in Londonderry Courthouse in November 2006 aimed at providing an insight for young people and their teachers into the work of the criminal justice organisations, encouraging support for this work, and opening up the potential for career opportunities within the criminal justice agencies.



Constable Tim Cooke from Foyle DCU with two of the students who attended the CJSNI outreach event in Londonderry on 10th November 2006.

Community Safety

6.49 During the year there were a number of instances when attacks on older people attracted high levels of media interest. One of the highlights of the year was the launch of Handyvan, which attracted wide community support. This scheme provides contact between older people who may feel isolated in their home and includes undertaking small household tasks (replacing smoke alarms or installing window locks) that will contribute towards a reduction in the fear of crime.

6.50 Neighbourhood Watch, which is delivered in partnership with the Northern Ireland Policing Board and PSNI, also continued to flourish during the year, reaching 200 schemes.

Criminal Justice Services

6.51 The completion of the roll-out of the Youth Conference Service in December 2006 to all parts of Northern Ireland and the opening of the new state-of-the-art Juvenile Justice Centre "Woodlands" in January 2007 represented the high points in the continuous process of transforming and modernising the youth justice system in Northern Ireland.

6.52 During the year work started on the construction of a new purpose built forensic mortuary for the State Pathologist's Department. The new building is co-located on the Royal Hospitals site immediately adjacent to the current building and on completion (scheduled for early in 2008) the forensic mortuary staff will move from their present accommodation at Forster Green. This move will enhance SPD's effectiveness and efficiency by providing a modern mortuary facility for performing forensic autopsies and by bringing all of its staff onto a single site.

6.53 A new chief executive was recruited for Forensic Science Northern Ireland following the planned departure of the interim Chief Executive.

Criminal Justice Policy

6.54 The announcement of proposals for a new sentencing framework, following a comprehensive review of sentencing policy, demonstrated, in a very tangible way, the firm commitment made by Ministers to increasing public confidence in the criminal justice system. Once enacted, the new measures will provide the courts and the criminal justice agencies with the tools necessary to protect society from its most dangerous offenders, to tackle re-offending at all levels, and to provide offenders with pathways towards rehabilitation and reintegration into the community.

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Criminal Justice Policy

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6.52 During the year work started on the construction of a new purpose built forensic mortuary for the State Pathologist's Department. The new building is co-located on the Royal Hospitals site immediately adjacent to the current building and on completion (scheduled for early in 2008) the forensic mortuary staff will move from their present accommodation at Forster Green. This move will enhance SPD's effectiveness and efficiency by providing a modern mortuary facility for performing forensic autopsies and by bringing all of its staff onto a single site.

6.51 The completion of the roll-out of the Youth Conference Service in December 2006 to all parts of Northern Ireland and the opening of the new state-of-the-art Juvenile Justice Centre "Woodlands" in January 2007 represented the high points in the continuous process of transforming and modernising the youth justice system in Northern Ireland.

Criminal Justice Services

6.50 Neighbourhood Watch, which is delivered in partnership with the Northern Ireland Policing Board and PSNI, also continued to flourish during the year, reaching 200 schemes.

6.49 During the year there were a number of instances when attacks on older people attracted high levels of media interest. One of the highlights of the year was the launch of Handyvan, which provides contact between older people who may feel isolated in their home and includes undertaking small household tasks (replacing smoke alarms or installing window locks) that will contribute towards a reduction in the fear of crime.

Community Safety

Constable Tim Cooke from Foyle DCU with two of the students who attended the CJSNI outreach event in Londonderry on 10th November 2006.



6.48 An event took place in Londonderry Courthouse in November 2006 aimed at providing an insight for young people and their teachers into the work of the criminal justice organisations, encouraging support for this work, and opening up the potential for career opportunities within the criminal justice agencies.

6.47 The introduction of the CJSNI Awards gave recognition to the unsung heroes in both the statutory and non-statutory sectors of criminal justice, who by their commitment, dedication and expertise make Northern Ireland a safer and better place to live. The awards were presented by the Minister for Criminal Justice, David Hanson MP, during the CJSNI Conference in June 2006.

6.46 The creation of the Delay Action Team (DAT) has been the keystone of the campaign to reduce delay in the criminal process and deliver tangible results quickly in the future. Their work augments our commitment and genuine investment to counter this problem.

'The enormous work involved in the implementation of these 294 recommendations is substantially completed. The implementation of the many recommendations should be a major element in furthering the development in Northern Ireland of an effective and efficient system of criminal justice, and one in which all the people of Northern Ireland may take a particular pride.'

6.45 Lord Clyde concluded: Commissioner's report confirmed that 79% of the 294 recommendations of the Review had been implemented, with the majority of those remaining subject to the devolution of responsibility for criminal justice matters.

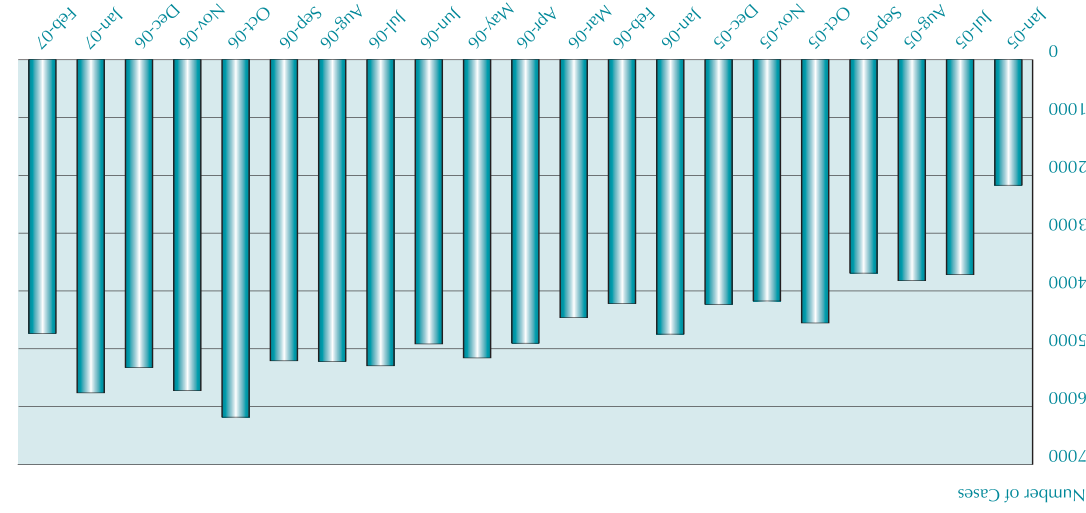


Chart 6.2 – Investigation prosecution cases held on Causeway from June 2005 to February 2007

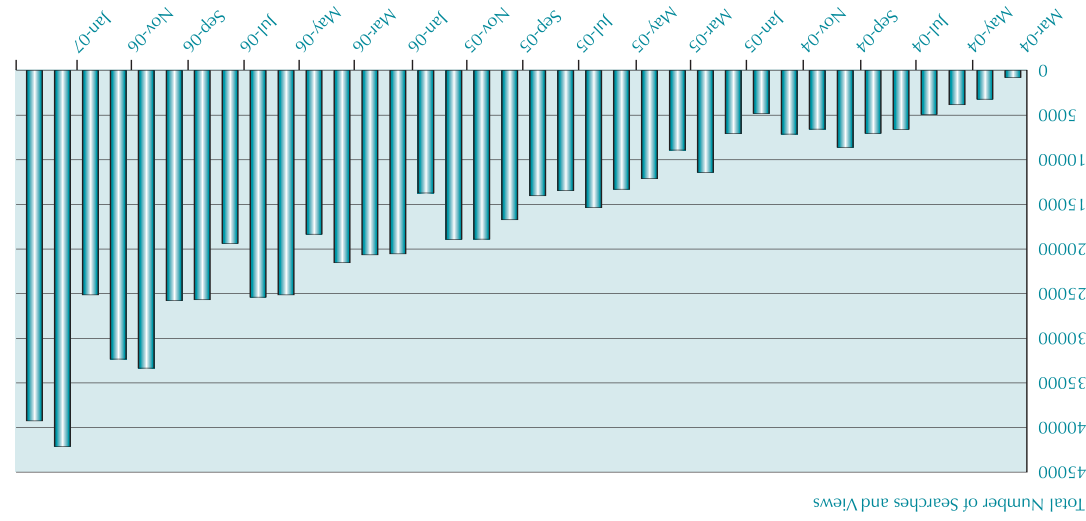


Chart 6.1 – Criminal record searches and views performed on the Causeway Criminal Record Viewer

6.55 The strategic approach on victims' issues this year - culminating in the development of an overarching strategy on service delivery - is another particular highlight reflecting the positive benefits to be gained from close multi-agency partnership working. This will continue to be a key priority for the year ahead, as the Department seeks to implement the wide-ranging measures set out in the new strategic action plan.

6.56 Criminal Justice Policy Division also had a particular focus on knife crime and knife legislation during the year. In conjunction with England and Wales, and as part of a wider package to control access to weapons more generally, the age at which knives could be purchased was increased from 16 to 18 years of age and a new offence was created to prevent offenders using others to mind such weapons to avoid prosecution. Two knife amnesties were held during the year leading to over 1,500 weapons being taken off the streets. A major "knife summit" was led by David Hanson, involving leading voluntary, statutory, community and business sectors to consider the wider strategy for dealing with knife crime. At the time of writing, Mr Hanson was about to announce a major initiative to further control the availability and possession of knives.

6.57 The Criminal Record Viewer has been successfully rolled out to the PPS, PBNI, NICIS, Compensation Agency, Youth Justice Agency and the

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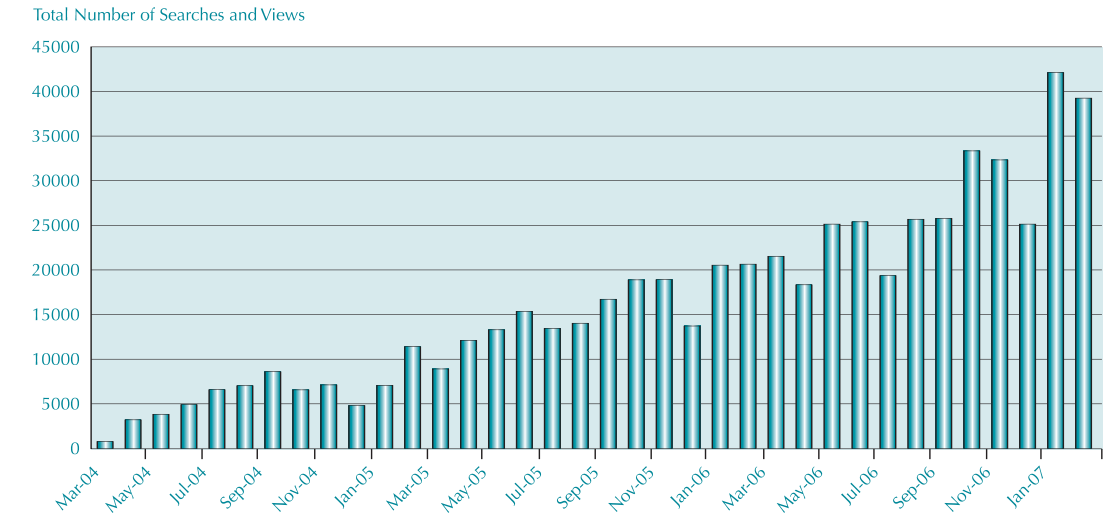
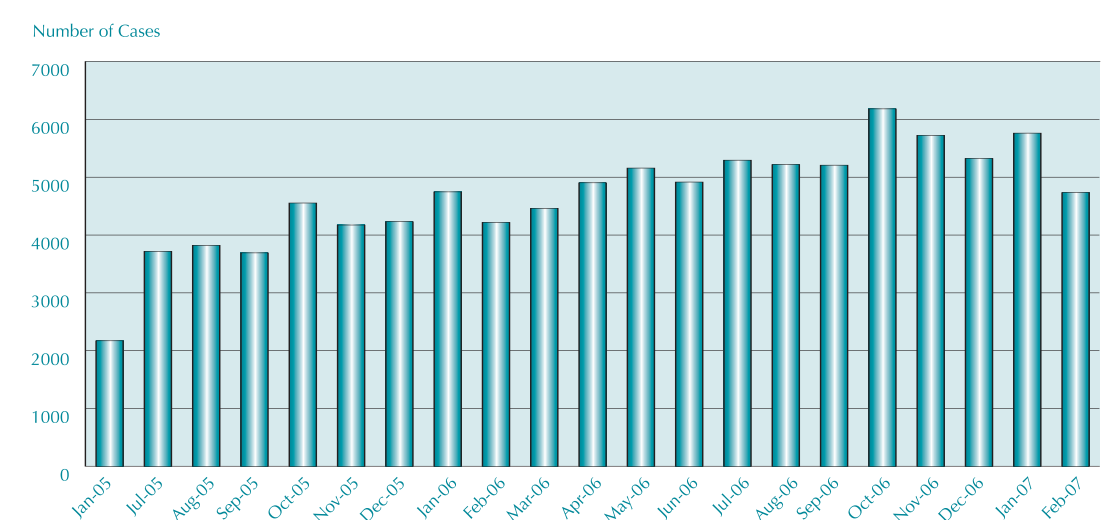


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Office of the Police Ombudsman since the service first went live in March 2004. The system is now being enhanced and will also become available to PSNI and AccessNI, the NI Criminal Records Bureau and NI Security Vetting Unit.

6.58 Since June 2005, the central Data Sharing Mechanism system has received and stored 98,226⁷ investigation prosecution cases and some 55,000 files have been shared electronically with the PPS. The Causeway Programme continued to make progress toward completion of the next major release – connecting the courts system into the central Causeway exchange.

Looking Forward Criminal Justice Reform

6.59 The focus in the coming year will be on the planned devolution of responsibility for policing and justice to the Executive and Assembly. We shall aim to set out clearly the challenges that will face the devolved institutions, and to develop debate around them – many have not so far had a high public profile.

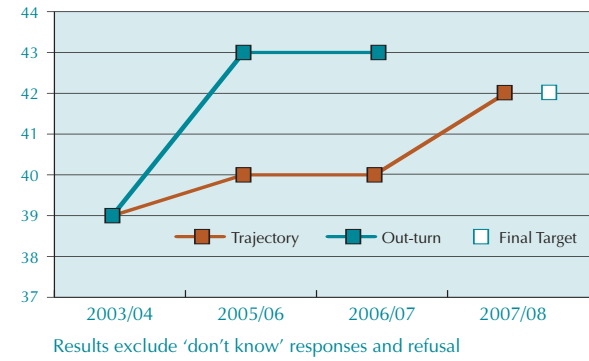
6.60 A key objective will continue to be improving public confidence in the criminal justice system. This is a challenge for all the parts of the system. The latest results from the Northern Ireland Crime Survey (January to December 2006) reveal that public confidence is at 43%; 1 percentage point above the final PSA target figure of 42%. Additional questions have been introduced into the Northern Ireland Crime Survey in an attempt to establish the reasons why people feel / do not feel confident in the criminal justice system and what might make them more confident. These results, which are currently being analysed, should provide a better understanding of what affects public confidence and allow the system to consider how it might respond better.

Chart 6.3 – Trajectory for Confidence in the Criminal Justice System

	2003/04	2005/06	2006/07	2007/08
Trajectory (%)	39	40	40	42 ¹
Out-turn (%)	39	43	43 ²	

1. Final target.
2. 2006/07 out-turn relates to fieldwork for January to December 2006.
Source: Northern Ireland Crime Survey

7 As at 28/02/07



6.61 The Delay Action Team has a challenging task in the months ahead, as they begin the work of meeting new standards for cases in the different court tiers. There are a number of measures designed to streamline existing procedures with a view to eliminating, as far as is possible, unnecessary delays within the system. These targets will become an integral component of the Criminal Justice Board's oversight of the criminal justice system.

6.62 New work streams under the Intergovernmental Agreement will be taken forward to improve communication and understanding between the two jurisdictions and to find new ways to make the respective criminal justice systems more effective in their interactions.

6.63 The criminal justice system will continue to invest in the CJSNI conference, awards and outreach events. The aim is to raise public awareness of the wide spectrum of work on criminal justice issues and build on existing communication processes which encourage dialogue within the broader criminal justice community.

6.64 The Attorney General's Human Rights Guidance under s.8 of the Justice (Northern Ireland) Act 2004 will be published for the benefit of practitioners in the statutory agencies.

Community Safety

6.65 During 2007/08 the CSU will publish a draft revised community safety strategy for public consultation. This strategy will shape community safety priorities for the next three to five years. Tackling anti-social behaviour will be a major focus for the Unit in 2007/08, with initiatives developed to tackle the problem at a local level and to co-ordinate activities among those agencies that are currently dealing with the issue. Specific work will be taken forward to address anti-social behaviour issues relating to the night-time economy and projects will include piloting a scheme in Belfast to further reduce crime and anti-social behaviour and

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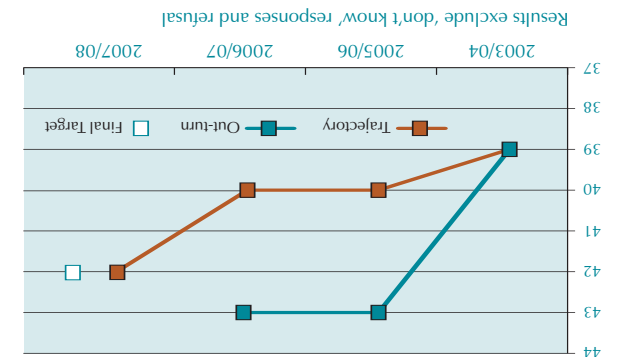
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Criminal Justice Services

- Considering the setting up of a pilot One Stop Shop to improve the rates of prosecutions in domestic violence cases
- Expanding town centre CCTV coverage in Northern Ireland
- Development of a directory of community safety projects and local support services available to victims, specifically targeted towards older people
- Ongoing support for the development of neighbourhood watch across Northern Ireland in partnership with the Northern Ireland Policing Board and PSNI and building on the evaluation report
- Continued support for victims and witnesses of crime through the funding of Victim Support NI and the NSPCC Young Witness Service
- Continued core funding of the voluntary organisations NIACRO and Extern.

6.71 2007/08 will see the priority associated with the Charter for Youth Justice taken forward. This will include the development and delivery of a strategy to address the issues of prolific offenders, the tackling of delay and the development of schemes aimed at providing early intervention for young people before offending patterns become entrenched. Combined with new thinking and approaches, these initiatives will provide the best possible opportunity for turning around the lives of young people, who though relatively few in number, have caused great harm to themselves and others.

6.72 In the coming year NIO will continue to work with SPD to address the recommendations of the 2005 inspection by Criminal Justice Inspectorate Northern Ireland, and the subsequent review by CJINI in August 2006.

6.73 In addition, under the terms of an agreement between NIO and the Royal Group of Hospital Trust the work of the forensic mortuary and laboratory staff in SPD will be evaluated under the Health Service Agenda for Change Initiative to ensure that they are treated on a par with their colleagues in the Health Service.

6.74 Work on developing a new business strategy for FSNI, restructuring the senior management level, and initial planning for new purpose built accommodation will be taken forward.

6.75 NIO and FSNI are working on a joint project to plan and procure new purpose built state-of-the-art accommodation for FSNI. This will include administrative, laboratory and ancillary accommodation specifically designed to enable FSNI to adopt the latest

6.66 Local community safety projects will continue to be funded through CSPs. £2m has been allocated to further deliver the CSP action plans commenced in 2006. The CSU will also continue to work closely with CSPs, NIPB and DOE to ensure that community safety remains an integral part of local community plans.

6.67 The Unit will continue to support agencies in the use of appropriate interventions to tackle anti-social behaviour including anti-social behaviour orders and acceptable behaviour contracts. The outcome of the evaluation of the implementation of anti-social behaviour orders will also inform how future support is required to improve agencies' ability to respond best targeted. Legislative changes will be considered as behaviour orders will also inform how future support is required to improve agencies' ability to respond effectively to the anti-social behaviour issues which they face.

6.68 Actions to address hate crime will continue to be developed including evaluation of a pilot scheme that provides personal and home security measures to victims that have been attacked at or near their home because of their race, sexuality, political opinion, religion or disability. The Unit will also be taking forward any actions as appropriate arising from a recent thematic inspection carried out by the Criminal Justice Inspectorate.

6.69 The domestic burglary and car crime PSA target date for the achievement of reductions in SR2004 is 31 March 2007 and early indications suggest that the percentage targets have been greatly exceeded. A number of the key projects that were designed to tackle such crimes have come to an end while a number of others, e.g. Handyvan, are continuing. Up to 2,000 copies of the "How Secure is my Home?" DVD will be distributed to older people's groups to help prevent this section of society from becoming victims of domestic burglary. Feedback from the public consultation on the strategy for the safety of older people will be considered to inform how the problem should best be tackled.

6.70 The CSU will also continue to develop work on a range of fronts including:-

- The development of domestic violence homicide reviews in Northern Ireland

create a safer environment for people socialising in the city. Evaluations of current projects will be considered and further programmes and policies developed in response to issues identified on the ground.

6.66 Local community safety projects will continue to be funded through CSPs. £2m has been allocated to further deliver the CSP action plans commenced in 2006. The CSU will also continue to work closely with CSPs to implement, where possible, the recommendations of the CJINI report. The implications of the Review of Public Administration and Community Planning will also have a major impact on the delivery of community safety. To this end CSU will continue to work closely with CSPs, NIPB and DOE to ensure that community safety remains an integral part of local community plans.

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Criminal Justice Policy

6.76 A major Criminal Justice Order will be taken forward in the coming year delivering a range of new powers including sentencing powers, offences and penalties, and procedural matters in the courts. The sentencing provisions are described elsewhere in this report, though the Order will also include – subject to Ministers' final decisions - improvements to road traffic law in Northern Ireland, an expansion of "live links" facilities in courts, new powers relating to knife crime and youth justice provisions. There is also likely to be further improvements to the law on bail.

6.77 Again, working in conjunction with the Home Office and subject to Parliamentary timetables, the Corporate Manslaughter and Corporate Homicide Bill should become law. The Serious Crime Bill, dealing with enhanced powers to tackle organised crime, will proceed, and there are early indications that a further Criminal Justice Bill will be brought forward.

6.78 Draft legislation will also be introduced to establish statutory arrangements to provide for multi-agency management of the risk posed by sexual and violent offenders in Northern Ireland. The Department will work with the Northern Ireland Sex Offender Strategic Management Committee (NISOSMC) to prepare for implementation of the new arrangements in 2008. The Department will also look closely at the recommendations arising from the Home Office Child Sex Offender Review Project and ensure that any positive developments are appropriately mirrored. Additionally, draft legislation will be introduced in 2007 to reform the body of law on sexual offences in Northern Ireland and to update and modernise the law on kerb crawling and related issues following concerns about prostitution in Belfast city centre raised by residents and local elected representatives.

6.79 It is anticipated that, following a period of public consultation on the draft legislation, the proposals for the new sentencing framework will also be passed into law during 2007. The precise pace of implementation will be governed by the availability of resources and the pace of capacity building within the relevant criminal justice agencies.

6.80 The work programme to secure improvements in victim and witness service delivery during 2007 will include: the publication of the new five year strategy and implementation of the proposals set out in the strategy's

first year action plan; the development of an overarching code of practice to establish service quality standards for all criminal justice agencies; the creation of a new cross-cutting victim and witness satisfaction survey; and the development of a centralised information and support facility for victims and witnesses of crime. Work will also continue on the implementation of measures identified in the regional strategy on sexual violence.

6.81 The Protocol for community-based restorative justice schemes will be implemented in response to the expressions of interest from community groups. Schemes which achieve accreditation will then begin to receive, from the Public Prosecution Service, referrals of low level criminal offences deemed suitable for a community restorative disposal.

6.82 The Department's Statistics and Research Branch will consult with customers and partners across the criminal justice system to consider current reviews on the recording of crime statistics.

Causeway

6.83 Causeway commences an intensive period of integrated testing of Release DSM 1 in 2007/08 with the objective of live operations from June 2008. This release is extremely complex requiring all six criminal justice organisations to share information. The Programme will also facilitate the formation of the AccessNI Criminal Records Disclosure Bureau in this period.

Probation Board for Northern Ireland

Role and Task

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

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Criminal Justice Policy

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Bibliography – Relevant Publications in 2006/07

www.cicapni.org.uk, or by contacting the office at the Corn Exchange Building, 31 Gordon Street, Belfast BT1 2LG.

- Criminal Justice System Northern Ireland Annual Report, June 2006
- Sixth Report of the Justice Oversight Commissioner, June 2006
- Strategy and Action Plan to Reduce Avoidable Delay in the Northern Ireland Criminal Justice System, November 2006
- Digest of Information on the Northern Ireland Criminal Justice System 5
- The Northern Ireland Prison Population in 2005
- Recconviction in Northern Ireland: Results from the 2002 Cohort
- Northern Ireland Statistics on the Operation of the Terrorism Act 2000: Annual Statistics 2005
- Views on Organised Crime in Northern Ireland: Findings from the January 2006 Northern Ireland Omnibus Survey
- Public attitudes towards crime and recovery of assets by Assets Recovery Agency in Northern Ireland: Findings from the January 2006 Northern Ireland Omnibus Survey
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offenders, the Board contributes towards the overarching Government strategy on criminal justice issues; works with appropriate agencies to contribute to localised community development projects; and shares its professional knowledge and skills with the community and other private and public sector bodies.

6.86 Key objectives for PBNI are agreed annually with the NIO and augmented by the Board's internal objectives and key performance targets.

6.87 Further information on the Probation Board for Northern Ireland can be found on their website: www.pbni.org.uk, or by contacting the Board's Headquarters, 80-90 North Street, Belfast BT1 1LD.

Criminal Injuries Compensation Appeals Panel Northern Ireland

Role and Task

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

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

Aim

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

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

Further information on the Criminal Injuries Appeals Panel can be found on their website at

offenders, the Board contributes towards the overarching Government strategy on criminal justice issues; works with appropriate agencies to contribute to localised community development projects; and shares its professional knowledge and skills with the community and other private and public sector bodies.

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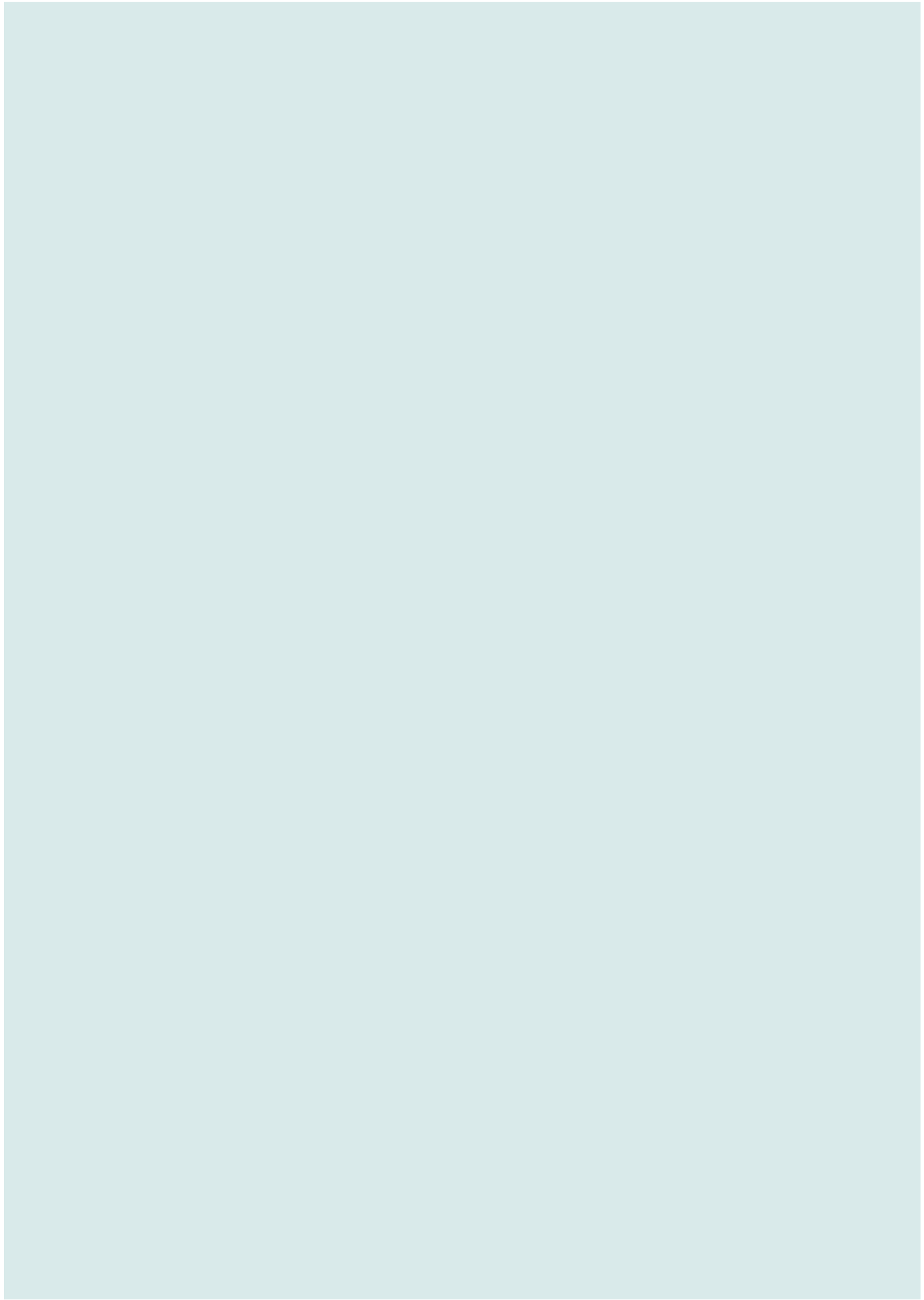
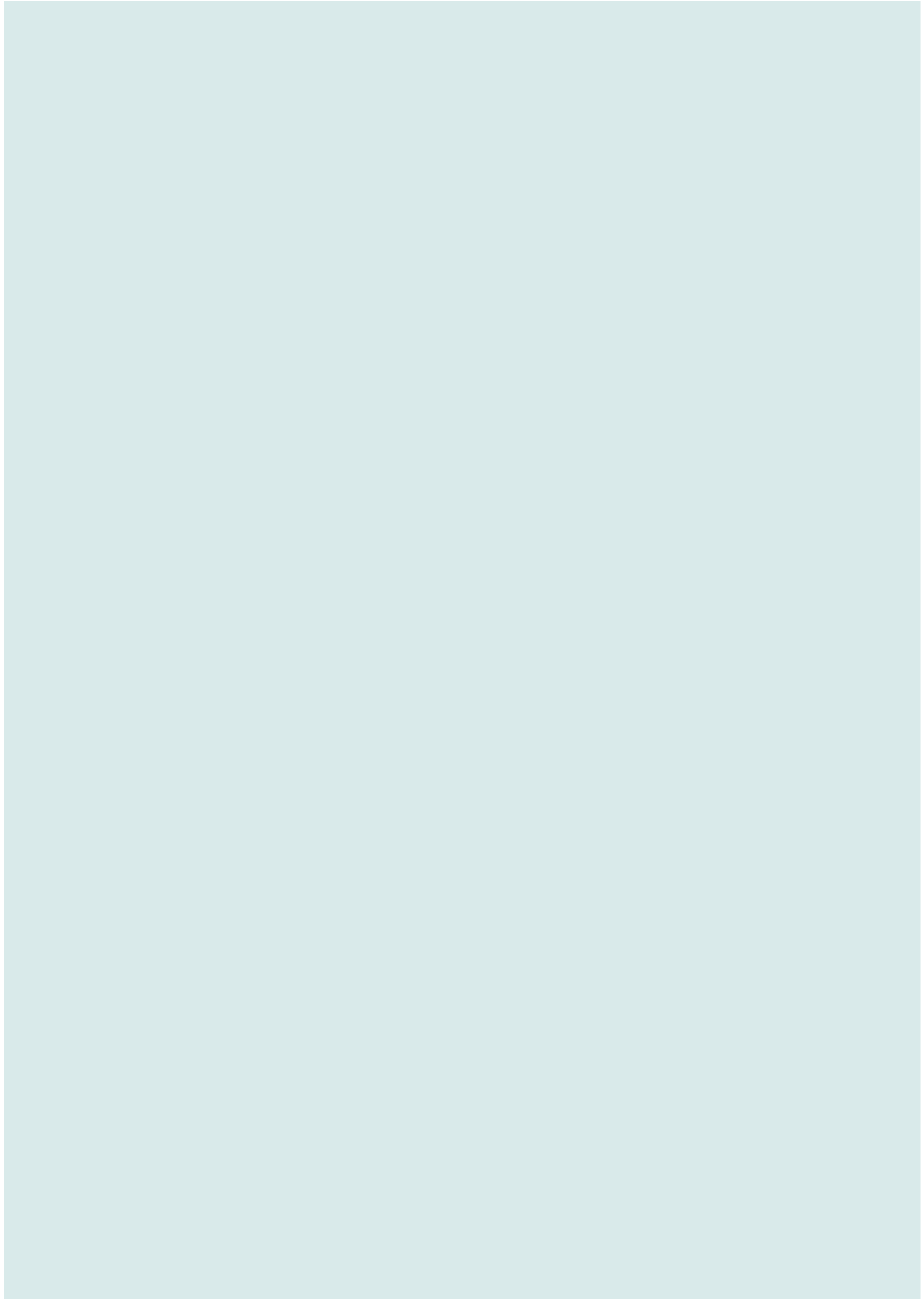
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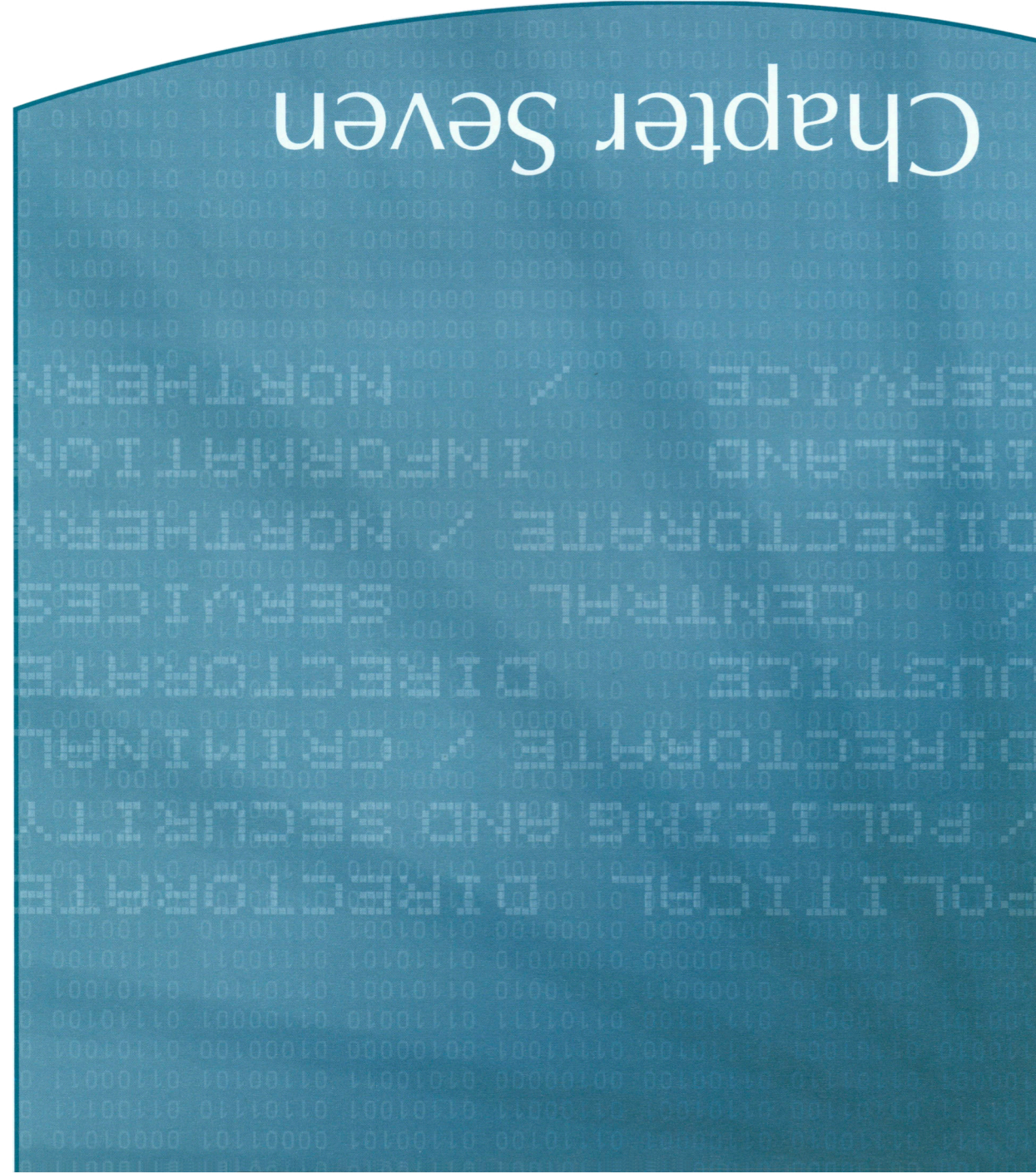
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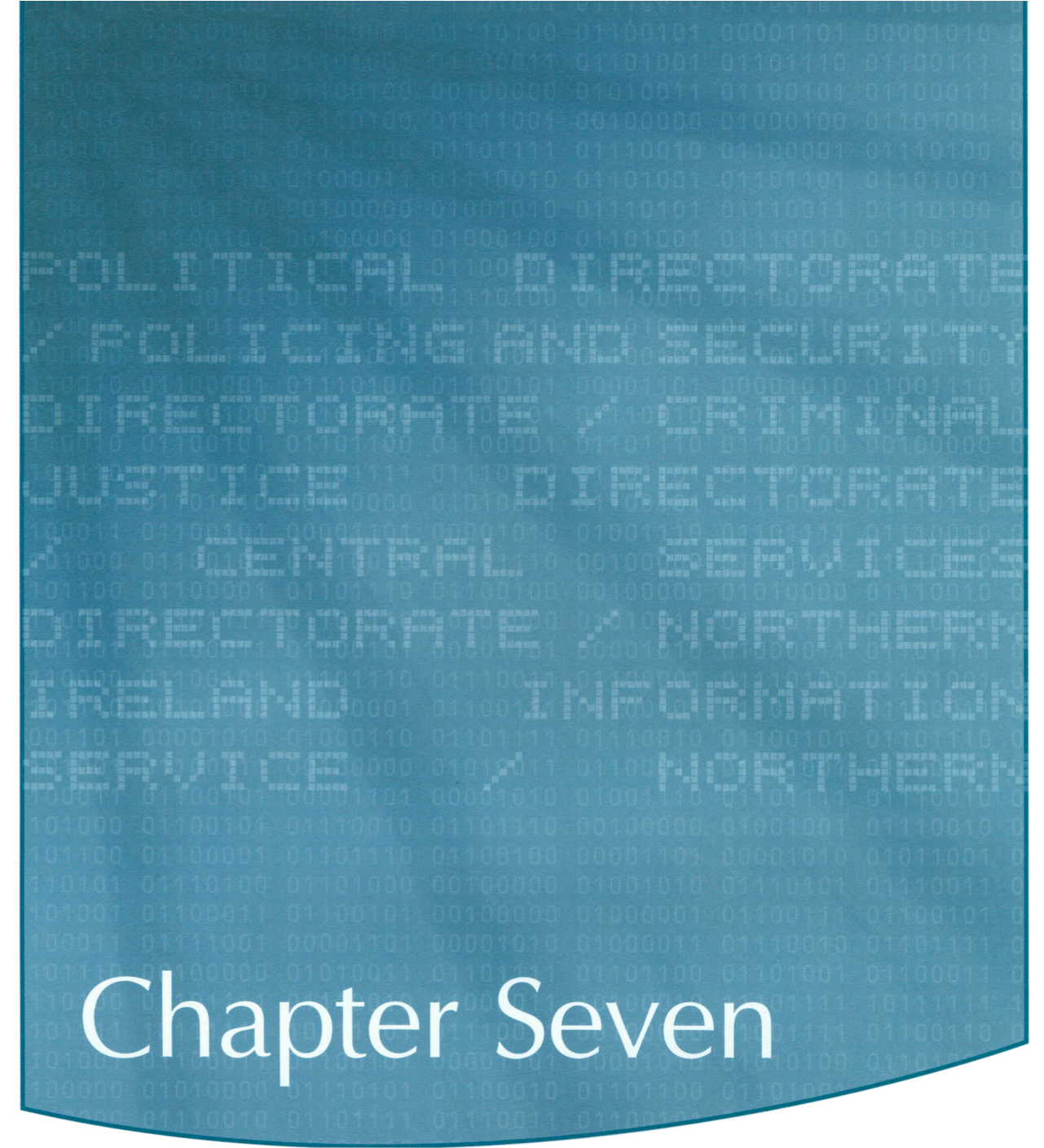
Bibliography – Relevant Publications in 2006/07

- Criminal Justice System Northern Ireland Annual Report, June 2006
- Sixth Report of the Justice Oversight Commissioner, June 2006
- Strategy and Action Plan to Reduce Avoidable Delay in the Northern Ireland Criminal Justice System, November 2006
- Digest of Information on the Northern Ireland Criminal Justice System 5
- The Northern Ireland Prison Population in 2005
- Recconviction in Northern Ireland: Results from the 2002 Cohort
- Northern Ireland Statistics on the Operation of the Terrorism Act 2000: Annual Statistics 2005
- Views on Organised Crime in Northern Ireland: Findings from the January 2006 Northern Ireland Omnibus Survey
- Public attitudes towards crime and recovery of assets by Assets Recovery Agency in Northern Ireland: Findings from the January 2006 Northern Ireland Omnibus Survey
- Juvenile Recconviction in Northern Ireland 2002
- Evaluation of the Bail Supervision and Support Scheme
- Experience of Drug Misuse: Findings from the 2005 Northern Ireland Crime Survey
- Perceptions of Crime: Findings from the 2005 Northern Ireland Crime Survey
- An Assessment of the Reparation Order and Community Responsibility Order in Northern Ireland
- Feasibility Study on the One Stop Shop for Domestic Violence
- Adult Recconviction in Northern Ireland 2002

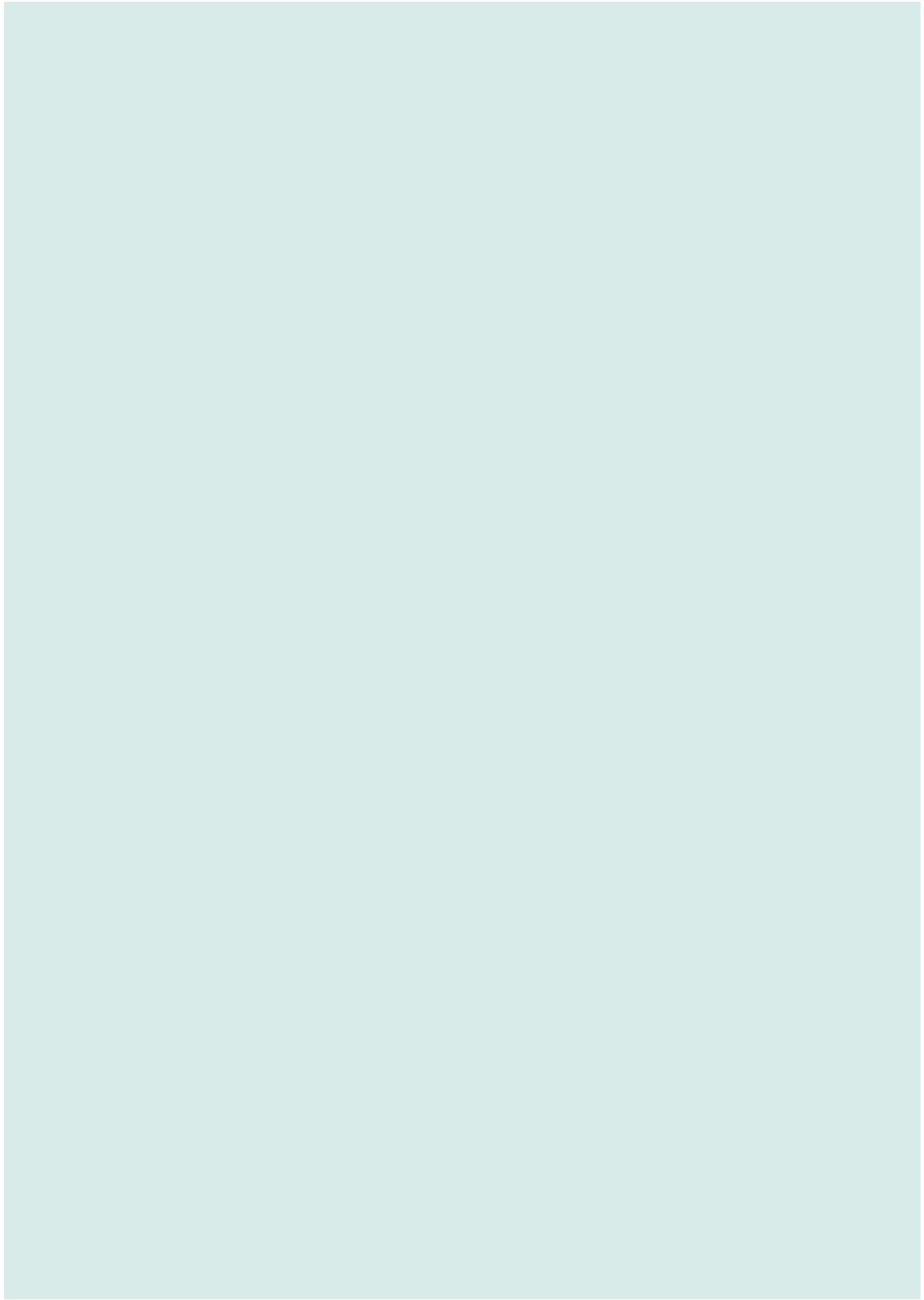
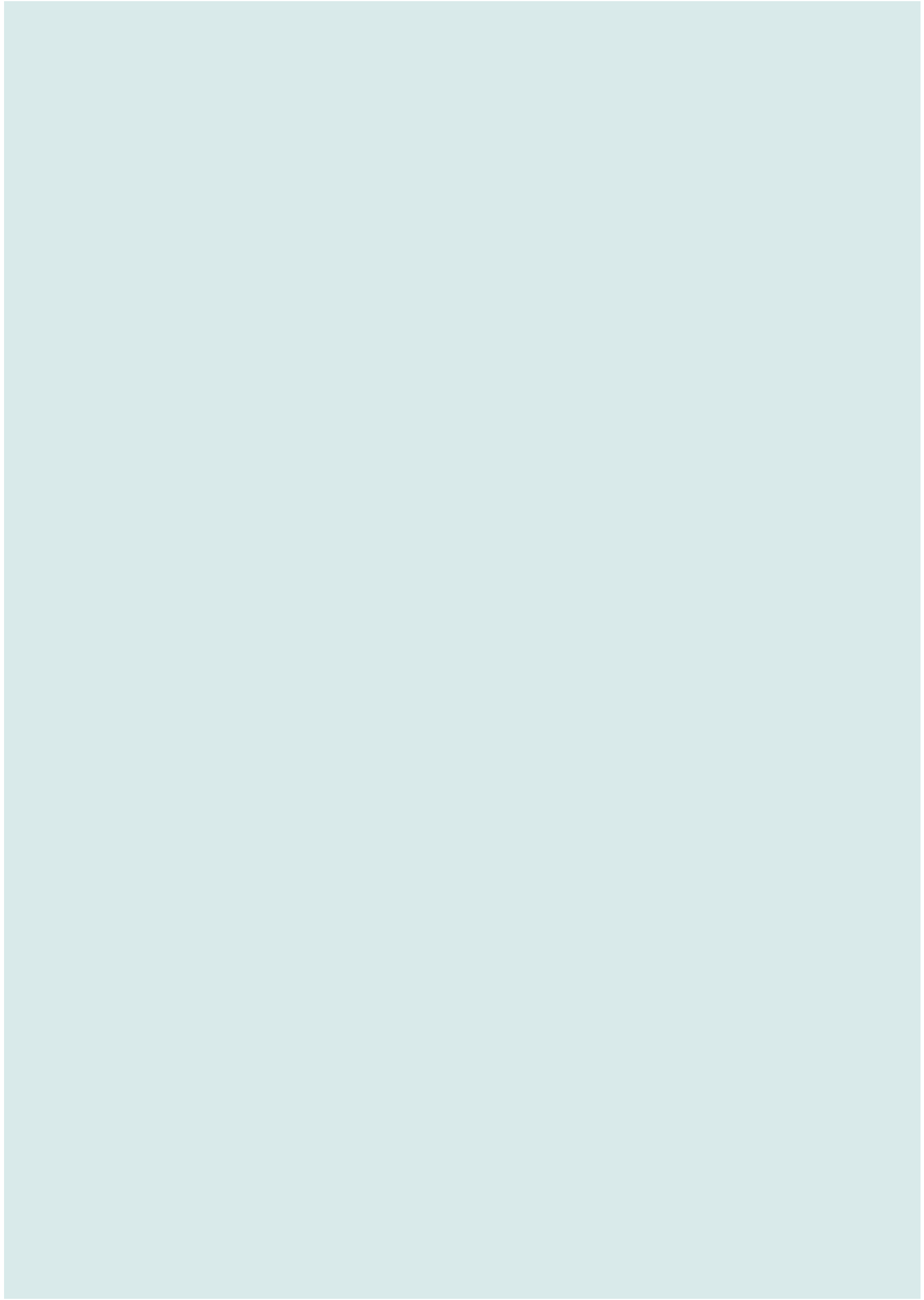




Central Services
Directorate



Central Services
Directorate



7.7 The Department has secured a multi-year remit from the Treasury in relation to pay which will result in a substantial reduction in the existing pay scales and overlapping pay bands, faster progression for low paid staff, and equalisation of annual leave entitlements. This

Pay and Workforce Planning

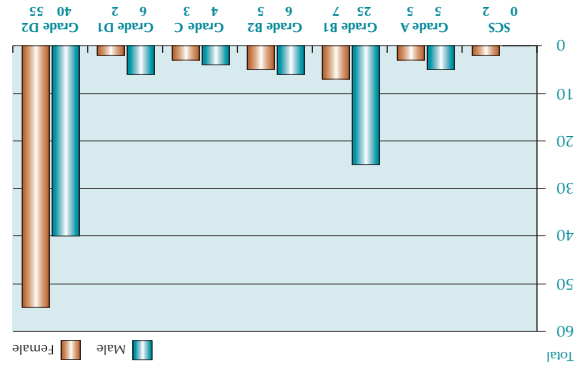


Chart 7.2 Recruitment by Gender

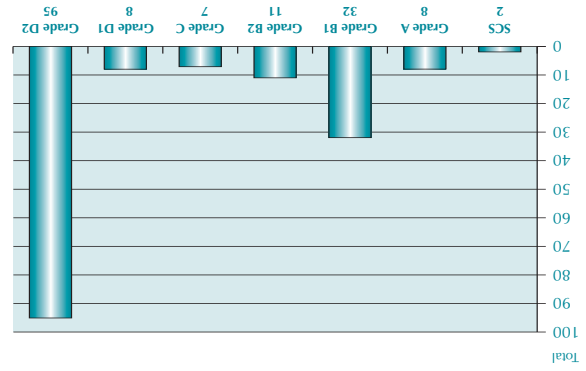


Chart 7.1 Recruitment by Grade

7.6 During 2006, the NIO recruited a total of 163 civil servants to Belfast and London. Breakdowns of the grades and gender of staff recruited are illustrated in the charts below.

7.5 The NIO is made up of staff from two civil service groups – the Northern Ireland Civil Service (NICS) and the Home Civil Service (HCS). Recruitment is solely on merit on the basis of fair and open competition. NICS staff are recruited through the Department of Finance and Personnel and details are available in the Northern Ireland Recruitment Service Annual Report. In relation to the recruitment of HCS staff, the Department follows the guidance set out in the fifth edition of the GB Civil Service Commissioners' Recruitment Code last updated in May 2006.

Recruitment

7.1 To support the Northern Ireland Office in achieving its overall aim and objectives as set out in the current Public Service Agreement, by providing human, financial, technical and physical resources of the right quality.

Role and Task

- Administration costs to the Department
- Staff numbers
- Senior Civil Service staff showing the numbers paid in various salary bands from April 2006 to March 2007.

7.2 Central Services Directorate has the strategic aim of providing high quality customer focused services to enable the Northern Ireland Office to undertake its business and achieve its objectives. Through delivery of these services the Directorate supports and facilitates all aspects of the NIO's business, including the objectives and targets set out in the PSA and the annual Departmental Business Plan.

Personnel Services Division Looking Back over 2006/07

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

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

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

- Administration costs to the Department
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Objectives

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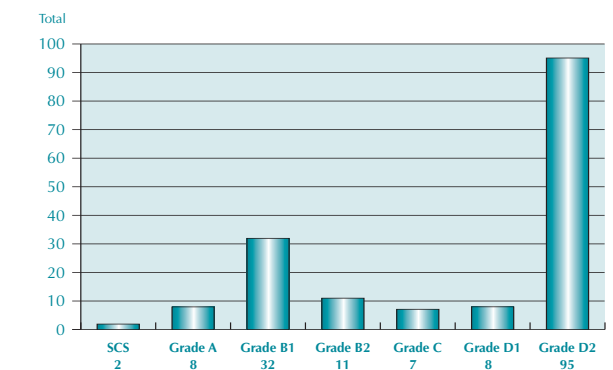
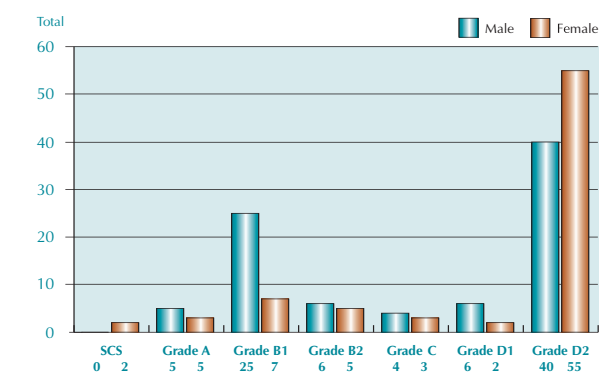


Chart 7.2 Recruitment by Gender



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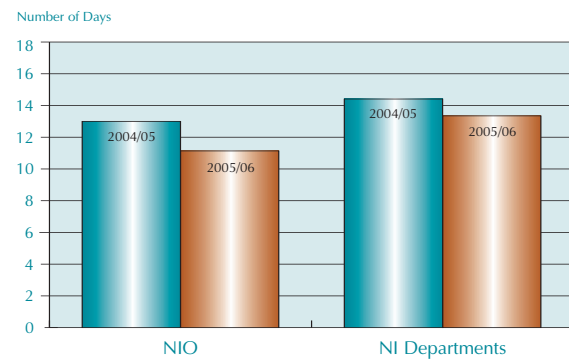
will assist in equal pay and age legislation considerations. The proposed restructuring of paycales will also allow the Department to introduce transparency and reduce the costs of progression year on year. Formal negotiations are currently taking place with the trade unions.

7.8 In addition to the rigour being provided through the Gershon Efficiency exercise, the NIO's Departmental Board has agreed to a set of headcount control mechanisms including headcount control totals for the CSR07 period, ring-fenced staff costs budgets and additional provisions in the financial memoranda of agencies and management statements of NDPBs requiring sponsoring director approval for new posts. These measures will be supported by new business partnering arrangements between HR and directorates to be introduced as part of the e-HR programme, when the outsourcing of transactional HR work to the private sector will give departmental HR increased capacity to focus on strategic issues. These new arrangements will facilitate improved workforce planning, succession planning and talent management, and help create a better alignment between business planning and HR deployment.

Managing Attendance

7.9 The composite target for Northern Ireland departments for a reduction in the sick absence rate for 2005/06 was 13.8 days per staff year⁸. The NIO had a more stringent absence target for 2005/06 of 11.6 days per person per staff year and achieved an average rate of 11.2 days. The Department has set itself a stretching target of 8.5 days per person per year by 2008/09. This is a difficult target to meet. However, there are a range of policies and procedures in place in the NIO which reflect best practice in both the public and private sector to ensure that staff are afforded every opportunity of getting back to good health and into the workplace as soon as possible.

Chart 7.3 - Absence per Staff Year



Equal Opportunities and Diversity

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

7.11 Equal opportunities training is included in induction and 84 new staff were trained in 2006. In addition, similar training was provided to a total of 23 staff in the Youth Justice Agency. First line management training programmes include awareness modules on equal opportunities and diversity. The Civil Service Reform Programme provides an opportunity to build on this work and to progress equal opportunities and diversity within the Department.

7.12 The Diversity Ten Point Plan, launched by Sir Gus O'Donnell, sets out commitments intended to achieve broad and cultural change across the Civil Service, including at senior levels. The plan is an integral part of Civil Service Reform aimed at achieving a more diverse workforce better equipped to deliver, adapt and innovate. The NIO Diversity Champions have conducted a departmental self-assessment exercise against the Ten Point Plan which has been subject to a mid-term peer review. This will help inform the Department's new diversity action plan.

Business Improvement

7.13 The Business Improvement Team (BIT) primary responsibilities include:-

- Design and delivery of learning and development interventions to meet Professional Skills for Government (PSG) skills gaps
- Delivery of a suite of Leadership Development programmes and interventions for senior staff through to first line managers
- Providing support and advice on achieving performance improvement
- Compilation of the Corporate Learning and Development Plan
- Evaluation of the impact of learning and development on business performance within the Department

⁸ Absence figures are expressed in terms of days lost per staff year, where a staff year equals the number of days a full-time employee is contracted to work (i.e. weekends, statutory holidays and annual leave are excluded).

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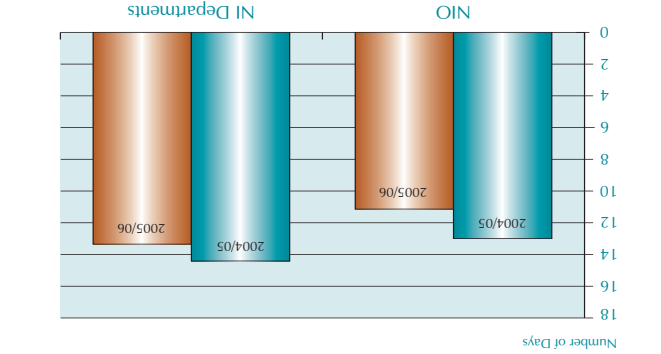
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Chart 7.3 - Absence per Staff Year



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

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

7.21 **Financial Planning and Control:** dealing with the overall management of finances in the Department in both a supporting and a corporate role; providing advice and guidance on business cases; dealing with issues of propriety, precedent and approval for specific spending projects; and supporting the Department in identifying,

Financial Services Division Looking Back over 2006/07

- Roll-out of Professional Skills for Government for Grade B1 and below from April 2007.
- Development of a range of accredited programmes to address PSG skill requirements for all grades
- Negotiation of a multi-year pay award, designed to help align the NIO with the wider NICS in Grade A, the feeder grade for the SCS
- Introduction of a development scheme for staff at coming year also includes:-

7.18 The Division's programme of work for the private sector provider across the NICS through a strategic partnership with a modernise and streamline the delivery of HR functions electronic HR (eHR) Programme which will aim to participate fully in the forthcoming year as it seeks to participate fully in the

Looking Forward

- PSD has a challenging agenda for the forthcoming year as it seeks to participate fully in the electronic HR (eHR) Programme which will aim to modernise and streamline the delivery of HR functions across the NICS through a strategic partnership with a private sector provider.
- The Division's programme of work for the coming year also includes:-
- Introduction of a development scheme for staff at Grade A, the feeder grade for the SCS
- Negotiation of a multi-year pay award, designed to help align the NIO with the wider NICS in preparation for devolution of policing and justice functions in due course
- Development of a range of accredited programmes to address PSG skill requirements for all grades
- Roll-out of Professional Skills for Government for Grade B1 and below from April 2007.

- The retention of Investors in People recognition in May
- The review of the operation of the non-consolidated performance bonus arrangements for Grade A to D2 launched in 2006, which has led to a number of process improvements
- The implementation of a high level programme to develop leadership capacity within middle management grades across the Department

Highlights of the Year

7.15 BIT continues to manage the Further Education and External Training Scheme. During 2006/07 17 staff were funded at a cost of £18,275.

Further Education

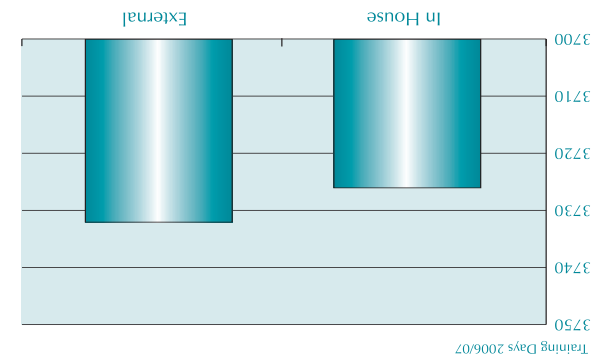


Chart 7.4 – Learning and Development Days 2006/07 During 2006/07, a total of 7,458 training days were delivered, of which 3,726 were in-house.

Learning and Development

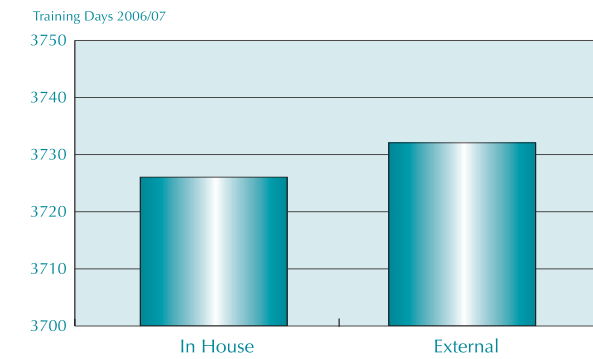
- Co-ordination of a programme of directorate and divisional management healthchecks
- Facilitating volunteering opportunities for staff in partnership with Business in the Community
- Administration of the NIO Mentoring Scheme – Peoplebank 2
- Administration of the Skills Exchange Scheme
- Facilitation of development events for NIO divisions and agencies
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Highlights of the Year

- 7.16** Key developments during the year were: –
- The retention of Investors in People recognition in May
 - The review of the operation of the non-consolidated performance bonus arrangements for Grade A to D2 launched in 2006, which has led to a number of process improvements
 - The implementation of a high level programme to develop leadership capacity within middle management grades across the Department

- Continued development of leadership capacity for senior management through executive coaching, action learning sets and tailored training events
- The continued implementation of the Professional Skills for Government agenda at SCS and Grade A level
- Completion of the Divisional Management Healthcheck programme which provided an impetus for a range of management improvements
- The development and implementation of new promotion arrangements for fast stream staff.

Looking Forward

7.17 PSD has a challenging agenda for the forthcoming year as it seeks to participate fully in the electronic HR (eHR) Programme which will aim to modernise and streamline the delivery of HR functions across the NICS through a strategic partnership with a private sector provider.

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

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Financial Services Division

Looking Back over 2006/07

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7.21 **Financial Planning and Control:** dealing with the overall management of finances in the Department in both a supporting and a corporate role; providing advice and guidance on business cases; dealing with issues of propriety, precedent and approval for specific spending projects; and supporting the Department in identifying,

analysing and reporting on efficiency savings in order that the Department delivers its commitment of 2.5% efficiency savings within each year of SR2004.

7.22 Finance, Policy, Accounts and Payments: dealing with the overall management of the consolidated Resource Account (incorporating the core Department and its agencies) and management of Central Government Accounts (incorporating NDPBs); processing departmental payments and other finance transactions; and coordinating finance training for the Department.

Highlights of the Year

7.23 FSD has continued to work in close partnership with the Northern Ireland Audit Office and made significant progress in achieving the “faster closing” timetable. The 2005/06 Resource Accounts and Central Government Accounts were both completed without qualification and within deadlines set by HM Treasury. The Division has led work across the Department to complete the 2007 Comprehensive Spending Review submission which has included the completion of eight value for money reviews.

7.24 Significant progress has been made by the Efficiency Programme, reporting the delivery of £69 million worth of efficiency savings (of which £44.5 million are cash releasing) as of December 2006. The Office of Government Commerce Moderation Panel assessed the NIO Efficiency Programme as amber/green, an encouraging outcome that reflects the quiet optimism that the Department will deliver against target. The Efficiency Programme Team has worked closely with the delivery groups and liaised directly with Treasury to ensure all reporting deadlines were met.

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

7.26 FSD has continued to develop full resource accounting and budgeting (RAB) across the Department. This has been supported by increasing the professional accountancy base and the introduction of a dedicated training unit. It has also played a leading role in the Group Finance Forum which seeks to strengthen and promote information sharing and best practice on finance matters across the wider NIO family.

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

Looking Forward

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

- Faster closing – issuing monthly financial information and completing annual resource accounts on a more timely basis
- Supporting the Department in managing its 2004 Spending Review settlement within the limits set
- Ensuring that the Department continues to deliver its 2.5% year on year efficiency targets against forecasts and that regular progress reports are made to HM Treasury
- Ensuring that the Department continues to deliver its headcount and relocation targets against forecasts and that regular progress reports are made to HM Treasury
- Reviewing finance systems across the Department to examine efficiencies and ensure that our systems are “fit for purpose”
- Developing further an NIO-wide monthly forecasting process
- Introducing more efficient ways of processing invoices and travel and subsistence claims
- Reviewing and re-engineering finance processes and procedures as part of the implementation of shared services
- Improving the Department’s prompt payment performance
- Implementing the remaining recommendations of the Financial Management Review
- Supporting and taking forward initiatives arising from the FSD Customer Service User Group
- Providing enhanced business support within the NIO to facilitate efficient and effective decision making on a corporate basis
- Rolling out further training modules to all staff across the Department to increase finance skills and awareness.

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7.26 FSD has continued to develop full resource accounting and budgeting (RAB) across the Department. This has been supported by increasing the professional accountancy base and the introduction of a dedicated training unit. It has also played a leading role in the Group Finance Forum which seeks to strengthen and promote information sharing and best practice on finance matters across the wider NIO family.

- Running one-to-one refresher training and inductions for Local Information Managers (LIMs) and induction training for new or replacement Intranet LIMs
- Reducing the number of open support calls from 320 in January last year to under 50 by November while still processing over 80 calls per day to closure
- Completing the implementation of a new WAN and LAN infrastructure across all 31 sites
- Achieving full accreditation for the OASIS system to be connected to the Government secure internet (XGSI)
- Implementing a secure biometric access solution for the NI Prison Service PRISM system in areas previously considered too high risk to host an OASIS PC
- Migrating the CANI Tariff application with over 500,000 records to an upgraded technical solution
- Increasing the number of users in the Juvenile Justice Centre, Rathgael, from 10 to 30 and managing the implementation of a Local Area Network in the Omagh Youth Justice site
- Launch of customer satisfaction surveys which have demonstrated improvements to the ISD service over 2005
- Setting up Information Management Working Groups in Belfast and London to improve communications between ISD and customers
- Implementing a skills exchange database on the Intranet
- Over thirty small to medium projects were completed, including the establishment of IT systems for new commissions and inquiries, the development of new applications and the handling of a major accommodation move within the Department.

Looking Forward

7.31 The Division's priorities for 2007/08 are:-

- To maintain high levels of service to the Department and meet support targets
- To continue a range of projects to improve internal processes
- To exploit the NIO's new ICT infrastructure to enhance efficiency
- To improve links with other criminal justice organisations and develop a new IS/IT Strategy
- Improve the relationship between ISD and its customers and to consider new areas of service provision in tandem with the development of ISD account managers' roles

Information Systems Division

Looking Back over 2006/07

7.29 Information Systems Division (ISD) continued to support the Department through the provision of effective, secure and reliable information management services. The major activity was the operation and support of the OASIS3 system along with Key Line of Business systems, including the Department's Electronic Document Record Management (EDRM) system, the Intranet and Internet, along with the associated new supplier support contracts. The year also saw the approval and introduction of IS/ICT strategies setting a convergence agenda for ICT service provision.

Highlights of the Year

7.30 The Division was successful in exceeding all its service level targets set for 2006 and, in line with IS/ICT strategies, integrated the Prison Service's Information Support Branch and their Key Line of Business systems with ISD. Other specific highlights were:-

- Establishing an IS Steering Group (ISSG) with ICT representation from NIO funded bodies and the NICS
- Adding over 700 new accounts to the OASIS network
- Provision of OASIS to the new Juvenile Justice Centre building
- Management of the Corporate File Plan and underlying EDRM system growing at a rate of 20,000 documents per month
- Completion of 172 Freedom of Information and Data Protection Act requests
- 248 historical files released to the National Archives and around 2,000 other files reviewed
- Support for the Intranet (NIOnet) on which usage has grown steadily over the year to 5 million hits per month. Monthly, about 1,800 unique visitors visit NIOnet spending over 30 minutes per visit and viewing some 350,000 pages
- Replacing the Knowledge Network with a new system using TRIM and NIOnet which will save the NIO over £250,000
- Completion of 15 information management clinics across NIO sites to provide additional assistance and guidance to business area staff so that they can manage their information more effectively using OASIS3

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- To review legacy applications and systems to consider their effectiveness, efficiency and future development
- To implement the agreed recommendations from the internal report on the Department's policies and processes for handling Freedom of Information requests.

Office Services

Looking Back Over 2006/07

7.32 Office Services continued to provide accommodation, health and safety, housing, hospitality, transport, security, procurement and other support services to enable the Department to function. In providing these services the Division continues to seek efficiencies both in terms of costs and staffing numbers while maintaining standards.

Highlights of the Year

7.33 On accommodation, the major changes which took place were the conversion of parts of Stormont House to open plan and changes in the reception area of Millbank. Significant work also took place to the fabric of Hillsborough Castle, in particular the refurbishment of apartments and the installation of a passenger lift in line with DDA recommendations. Accommodation in Belfast was acquired and fitted out for two public inquiries, another building in Banbridge has been secured for a third inquiry and elsewhere in Northern Ireland accommodation has been made available for the Youth Justice Agency.

7.34 In 2006 there was a continued emphasis on health and safety particularly through a programme of awareness training. Economy and efficiency also played a prominent role in this year's work with real savings being delivered.

Looking Forward

7.35 A series of new challenges will be brought forward. These include:-

- Further improvements under the Department's sustainable development policy
- An improvement in the provision of health and safety advice
- A continued drive for efficiency savings in all parts of the Division
- Rationalisation of accommodation holdings
- Essential repairs to Stormont House and Hillsborough Castle.

Procurement

Looking Back over 2006/07

7.36 The Procurement Unit continued to provide to the NIO, its agencies, NDPBs and the PSNI, a professional procurement service committed to continuous improvement and the achievement of value for money. The Unit is responsible for establishing effective contracts for the procurement of goods and services and providing advice/guidance and support to its customers to enable them to achieve value for money improvements in this area.

7.37 The Unit has established a number of collaborative procurements with other bodies which has contributed towards the achievement of major efficiency savings. Performance monitoring meetings have also been carried out with key suppliers. The purpose of these meetings is to provide a forum for both customers and suppliers to review contract performance through the assessment of delivery, quality, risks and opportunities, efficiencies and continuous improvement.

Highlights of the Year

7.38 Listed below are a few of the major contracts awarded or in progress for award during 2006/07:-

- PSNI Cleaning Services
- Selection and Recruitment of Police Trainees
- Managed Driving Services
- Physiotherapy Services
- New Divisional Command Unit at Musgrave Street
- CCTV equipment for town centres
- Provision of Forensic Services.

7.39 Regular procurement review meetings have been established with all major spending departments within PSNI. These meetings have proved particularly useful in monitoring contract performance and planning for future procurements within each department. New procurement operating procedures have now been fully implemented and over 200 personnel provided with training in their application.

Looking Forward

7.40 During the year ahead the Unit will be aiming to review its SLA's with existing customers and strive to achieve savings in excess of the 3% savings target set by HM Treasury. The Unit will continue to encourage its staff to gain professional qualifications in the procurement discipline. Four staff have now completed a

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

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

Looking Forward

7.47 During 2007/08 CMU will continue to coordinate work on CSR07 to finalise with Treasury agreed departmental strategic objectives, PSA outcomes and delivery agreements to cover the three year spending review period (2008-2011).

7.48 CMU will be drafting a Disability Equality Scheme and action plan to meet the new disability duties of the Disability Discrimination (Northern Ireland) Order 2006. It will also be developing a good relations strategy and action plan in accordance with Section 75 (2) of the Northern Ireland Act 1998.

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

Internal Audit

Looking Back over 2006/07

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

two year NVQ course leading to membership of the Chartered Institute of Purchasing and Supply (CIPS). All of these staff have now achieved full membership of CIPS through this route.

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

- PSNI Civilian Recruitment
- Internal Audit Services
- Underwater Search and Rescue Services
- ICS Managed Services Restructuring
- Travel Contract.

Central Management Looking Back Over 2006/07

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

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

7.43 During 2006/07, the Unit arranged responses to a series of questions raised by the Northern Ireland Affairs Committee in relation to the Department's annual report. It facilitated a validation exercise carried out by the National Audit Office looking into the suitability of the data systems used to measure performance on the NIO's SR2004 PSA targets. Also, two self-assessments of the Department's progress with its SR2004 targets were carried out in conjunction with Treasury and corrective action considered to bring one target in particular back on track.

7.44 As part of an ongoing process to complete the Department's contribution to the 2007 Comprehensive Spending Review (CSR07), CMU was involved in discussions with HM Treasury aimed at agreeing new PSA targets. This involved working with Directors and Treasury to identify and determine the structure of new targets, develop the data systems required to measure

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7.51 Risk based audit programmes are devised for each of the bodies geared to facilitating the provision of an annual assurance statement to each of the accounting officers for the respective bodies on internal control, corporate governance and risk management. Each of the programmes were agreed with the audit committees and approved by the appropriate accounting officer and amended, in year, where necessary. Work carried out by the Unit is subject to quality assurance, with the Head of Internal Audit carrying ultimate responsibility for the quality of the work done. The assurances provided by Internal Audit are one part of the evidence which the audit committees and accounting officers use in signing off the Statements on Internal Control.

7.52 The year 2006/07 was a year of consolidation for the Unit following the amalgamation with the NIPS unit towards the end of the previous financial year. The new unit has meshed well and has operated effectively throughout the period. The Unit is in the process of regularising the staffing position by recruiting a new B2 qualified member of staff. This should enhance the Unit's position during the coming year.

Looking Forward

7.53 During the course of the next financial year the Unit will need to be subject to an external quality review to provide assurance to management that it is adhering to Treasury standards. These reviews should take place about every five years and one will be due early in 2008; planning will therefore need to start early in 2007 to ensure the exercise can be completed on time. The workload for the Unit has expanded as indicated in the last report and it remains a difficult exercise to balance the coverage to ensure that each accounting officer is provided with an adequate level of assurance from internal audit.

Civil Service Commissioners for Northern Ireland

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

7.55 The Commissioners' other responsibilities are to:-

- Publish and maintain a recruitment code setting out the essential principles and procedures on which recruitment to the NICS must be based

- Approve certain exceptions to the recruitment principle of selection on merit on the basis of fair and open competition
- Audit recruitment policies and practices followed by departments and agencies in making appointments to the NICS
- Require departments and agencies to publish information about their recruitment activity.

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

7.57 The Commissioners are an independent statutory regulatory body and therefore they have no operational responsibility for recruitment to the NICS. Their work is funded and supported by the Northern Ireland Office. Further information on the Commissioners and their responsibilities, including their annual report, can be accessed via their website www.nicscommissioners.org

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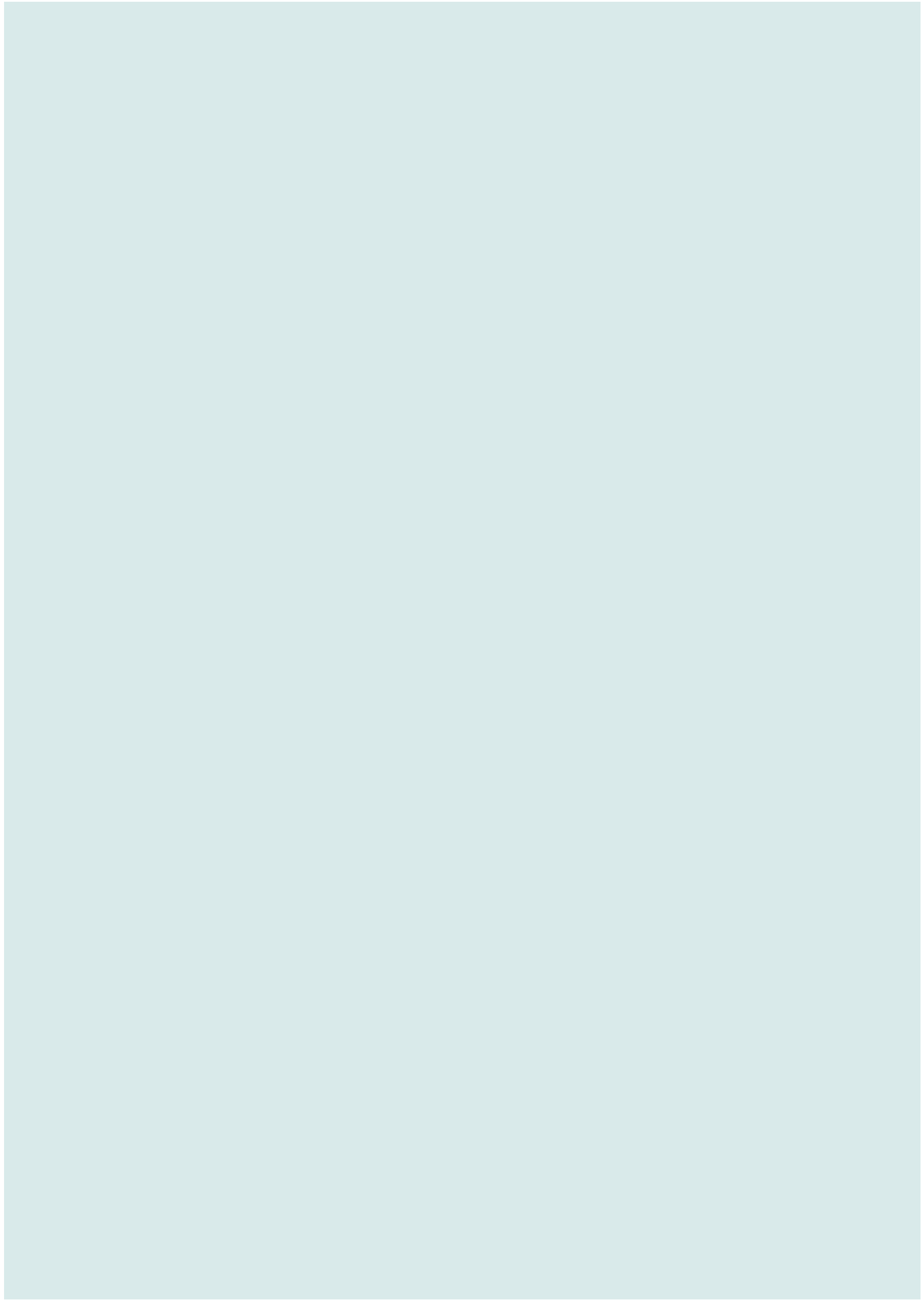
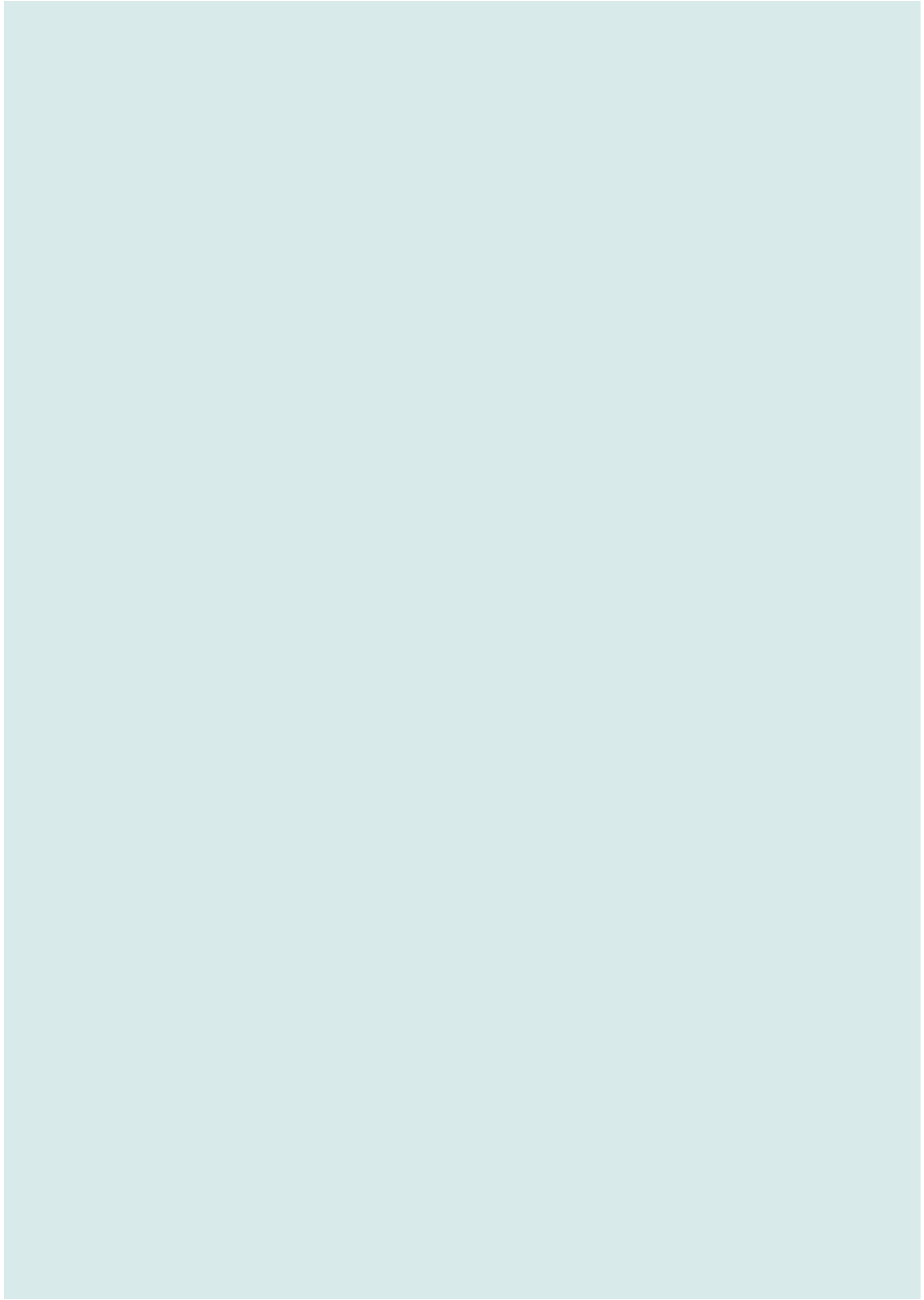
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Northern Ireland
Information Service

Chapter Eight

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Information Service



- Liaison with Executive Information Service, Police Service of Northern Ireland, Northern Ireland Policing Board, Army, Electoral Office, Office of the Police Ombudsman for Northern Ireland, the Northern Ireland Prison Service and other relevant press offices
- Dedicated support for officials in key policy areas
- Facilitation of media training
- Advice on design, presentation and marketing of NIO publications.

Looking back over 2006/07

8.4 During 2006/07 the Northern Ireland Information Service (NIIS) played an important role in the delivery of the NIO's Departmental objectives, by providing a fast, efficient and effective information service to the Secretary of State and his Ministerial team. NIIS continued to provide 24 hour media handling advice and guidance to Ministers and senior officials and maintained its ability to provide a rapid and comprehensive media monitoring service of both print and broadcast media. It conducted a customer satisfaction survey of the Media Monitoring Service in order to ensure it continued to meet its customers' needs. It also conducted a review of the NIO website and has recently completed a revamp of the home page providing a refreshed look and improved layout for users. NIIS continues to monitor the website's performance in conjunction with its web hosting partner and the site is regularly independently tested for usability and accessibility.



The Northern Ireland Information Service's media monitoring facility

8.5 The Information Service has maintained dedicated press officer support in policy areas and has provided ongoing guidance to officials on all presentational and communication aspects of NIO policy such as political affairs, policing, security, tackling

Role and Task

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

Aim and Objective

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

- 24-hour cover from a dedicated press office
- Answering telephone enquiries from the media and public
- Responding to e-mail enquiries received via the NIO website

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

- Advising Ministers, Downing Street and officials on the presentational aspects of policy
- Media monitoring and analysis, including an online daily newspaper cutting service and weekly provincial newspaper cutting service
- Forward planning and co-ordination
- Rebuttal of inaccurate/misleading media reports
- Provision of electronic briefings
- Internal communication
- Drafting press releases and speeches
- Support for Ministers in Parliament
- Liaison with the Prime Minister's office and relevant Whitehall departments
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- Responding to e-mail enquiries received via the NIO website
- Briefings for local, national and international journalists
- Facilitating media at events organised by the NIO
- Developing media handling strategies and information campaigns promoting Government policy
- Media handling for Royal and VIP visits
- Event management
- Promoting the successes in high priority areas of work including the Organised Crime Task Force and Assets Recovery Agency
- Managing and updating the NIO and Organised Crime Task Force websites.

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organised crime, criminal justice and human rights and equality. The Service remains committed to promoting Government's key messages, including the continuation of the normalisation programme, the successes of the Assets Recovery Agency and Organised Crime Task Force and measures aimed at enhancing confidence in the criminal justice system, including the knife amnesties and the introduction of a strategy to combat domestic violence.

8.6 NIIS management promote a culture of continuous improvement and encourage regular engagement and feedback from staff in order to consider new ideas and fresh approaches to how the Service operates. At all times NIIS strives to achieve its objectives efficiently and effectively. In addition, NIIS recognises the importance of building and maintaining effective working relationships with key partners. In the past 12 months therefore it has continued to develop its network of contacts with key stakeholders.

Highlights of the Year

8.7 The past year provided the NIIS with a range of opportunities and challenges, particularly on the political front. During the year there were a number of key events involving the two Prime Ministers, starting with a joint press conference at the Navan Centre in Armagh on 6 April 2006. On 29 June 2006 the Prime Minister and the Taoiseach met again at Stormont to review progress towards the restoration of devolved institutions. These discussions culminated in talks at St Andrews in Scotland in October. All this led to extra demands on the NIIS and on each occasion it played a key role both in terms of event and media management. In Armagh and at St Andrews this involved setting up media facilities for broadcast and print journalists and co-ordinating all the media arrangements for the joint press conferences of Prime Minister, Tony Blair, and Taoiseach, Bertie Ahern.

8.8 The Assembly election on 7 March 2007 presented NIIS with the challenge of planning and co-ordinating live media coverage from eight electoral count centres across Northern Ireland. The local press corps were joined by national and international media on what has been described as one of the most important elections in the history of Northern Ireland. The event provided an opportunity for NIIS staff to experience, at first hand, media management on location over the two days of the count, and involved them dealing with television, radio and print journalists and facilitating the developing multi media needs of the world's press.

8.9 In addition to its interest in political developments, NIIS has provided a quality media handling service in order to maximise coverage for Royal and other VIP visits to Northern Ireland. These included amongst others in the past year the visit of the Chancellor, Gordon Brown MP, and visits by Her Majesty The Queen, His Royal Highness the Prince of Wales and the Duchess of Cornwall.

Looking Forward

8.10 In the year ahead the NIIS will go on striving to provide Ministers and other stakeholders with the best possible service, to assist in the delivery of the NIO's objectives.

8.11 Following analysis of the media monitoring satisfaction survey NIIS will seek to implement any recommendations which will further enhance the quality of service delivered. This is likely to include the replacement of some recording equipment which has been superseded by new technology.

8.12 The skills demanded of NIIS as professional communicators will continue to be in demand in 2007/08 and NIIS will continue to provide a 24 hour service of advice, support and media monitoring to Ministers and officials. An important challenge for the NIIS in the year ahead will be to find new ways to connect government and citizens in a way that is open, transparent and meaningful and to use new technologies that speed up the flow of information and give people more convenient access to the information they need.

8.13 Professionalising the way the NIIS performs is essential if it is to retain and develop the confidence of its various "customers". These include the Executive Information Service, the Police Service of Northern Ireland, the Northern Ireland Policing Board, the Organised Crime Taskforce, the Northern Ireland Prison Service and agencies within the Criminal Justice family. NIIS recognises the importance of building and maintaining effective working relationships with all these stakeholders and will continue to strengthen these relationships and develop its network of contacts throughout the year.

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organised crime, criminal justice and human rights and equality. The Service remains committed to promoting Government's key messages, including the continuation of the normalisation programme, the successes of the Assets Recovery Agency and Organised Crime Task Force and measures aimed at enhancing confidence in the criminal justice system, including the knife amnesties and the introduction of a strategy to combat domestic violence.

8.6 NIIS management promote a culture of continuous improvement and encourage regular engagement and feedback from staff in order to consider new ideas and fresh approaches to how the Service operates. At all times NIIS strives to achieve its objectives efficiently and effectively. In addition, NIIS recognises the importance of building and maintaining effective working relationships with key partners. In the past 12 months therefore it has continued to develop its network of contacts with key stakeholders.

Highlights of the Year

8.7 The past year provided the NIIS with a range of opportunities and challenges, particularly on the political front. During the year there were a number of key events involving the two Prime Ministers, starting with a joint press conference at the Navan Centre in Armagh on 6 April 2006. On 29 June 2006 the Prime Minister and the Taoiseach met again at Stormont to review progress towards the restoration of devolved institutions. These discussions culminated in talks at St Andrews in Scotland in October. All this led to extra demands on the NIIS and on each occasion it played a key role both in terms of event and media management. In Armagh and at St Andrews this involved setting up media facilities for broadcast and print journalists and co-ordinating all the media arrangements for the joint press conferences of Prime Minister, Tony Blair, and Taoiseach, Bertie Ahern.

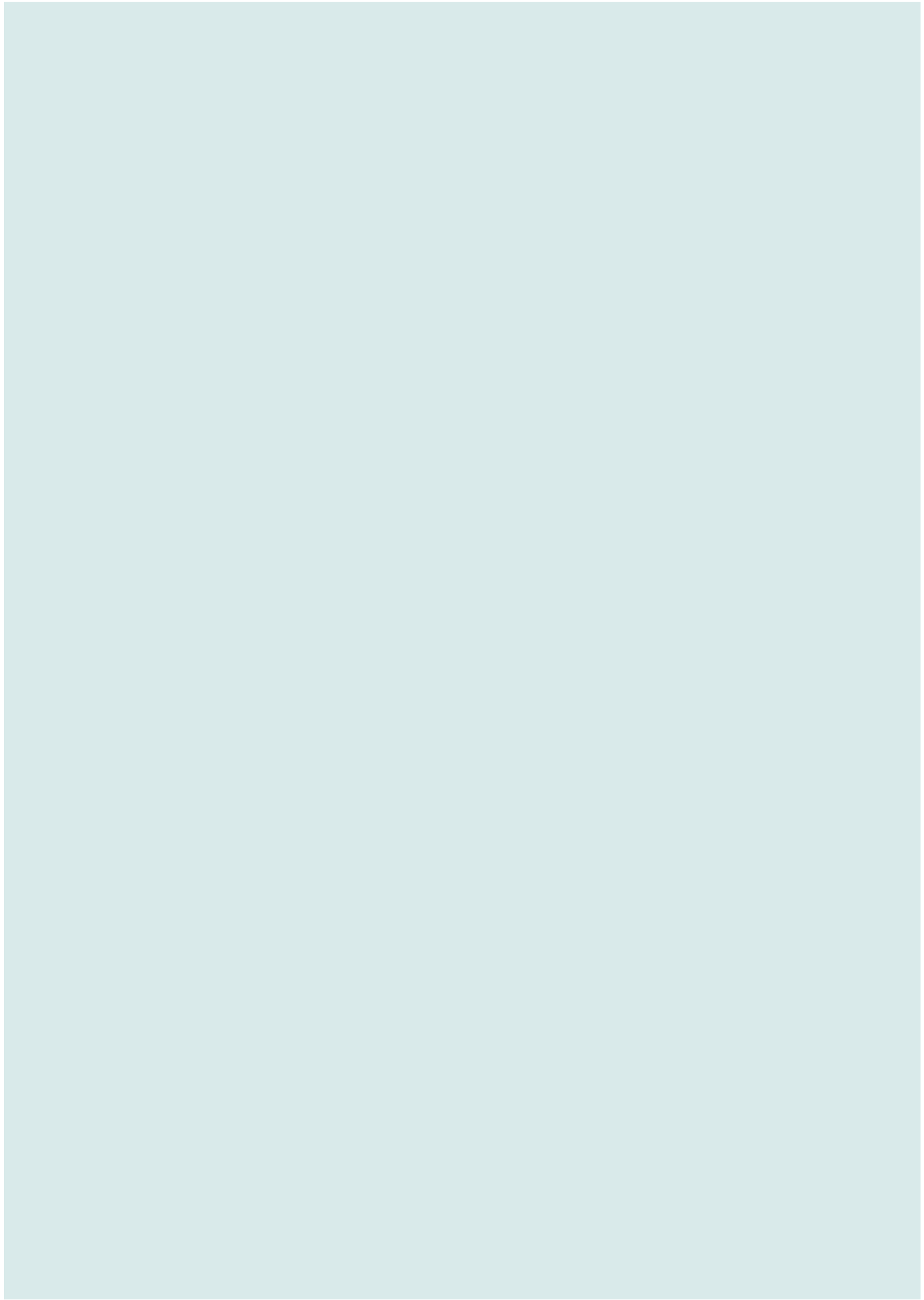
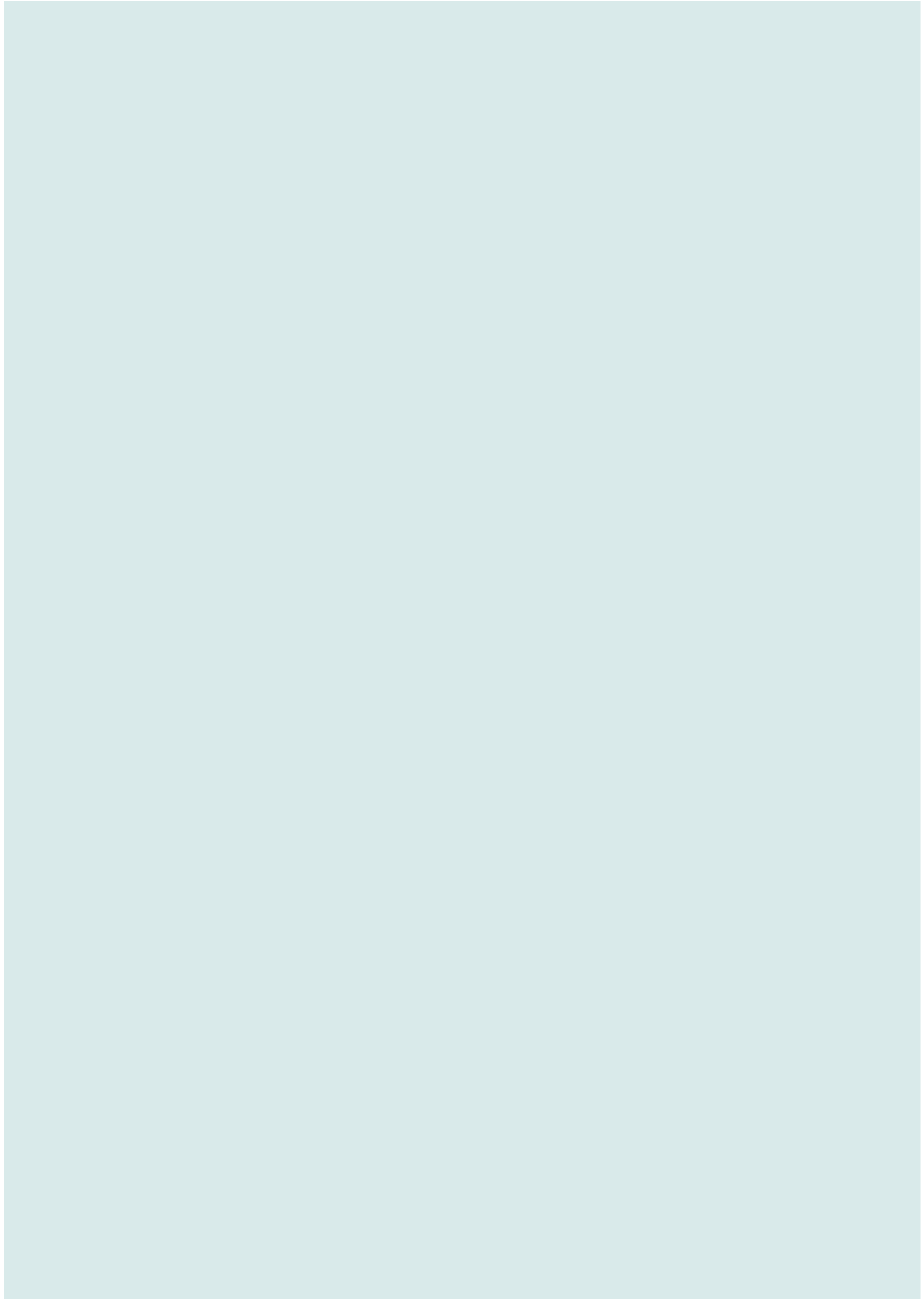
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Northern Ireland
Prison Service

Chapter Nine

Chapter Nine

Northern Ireland
Prison Service



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

Staff and Developing the Service

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

Finance, Corporate Governance and Improving Business Performance

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

Looking Back over 2006/07

9.8 The Northern Ireland Prison Service continued to go through a period of transformation during 2006/07. The Service recognises the need for continuous improvement in the effective management of a growing prisoner population and for the development of the prison estate to be “fit for purpose” in a 21st century environment.

9.9 It has been required to take a fresh look at the prison estate and examine its core business to ensure that the way in which prisoners committed to its care are held is compliant with the expectations of the courts, respects their human rights and contributes to the commitment to reduce re-offending.

9.10 To meet this challenge the Prison Service has developed and is seeking to implement a holistic long-term strategy, commonly referred to as the Strategic Development Programme or “Blueprint”. This programme has been developed across six strands of activity which are:-

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

Role and Task

9.1 The Northern Ireland Prison Service takes forward PSA objective 7 target 4, “to ensure that the annual cost per prisoner place in Northern Ireland falls to £82,500 by 2007/08 with interim targets of £86,290 for 2005/06 and £85,250 for 2006/07 “. Together with Probation Board Northern Ireland (PBNi) and other bodies the Service also contributes to PSA objective 6 “to ensure that the supervisory and custodial sentences imposed on offenders by the courts are delivered appropriately to protect the people of Northern Ireland and help reduce the risk of re-offending”.

Aim

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

Objectives

Security

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

Safety and Prisoner Healthcare

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

Regimes and Reducing Re-Offending

9.5 The Service has an obligation to ensure that prisoners are helped to prepare for their return to the community. Relevant and planned regimes in prison play

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Role and Task

Development of the Prison Service estate strategy

Population projections and operational needs

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

9.11 Implementation will involve among other things improving representativeness of staff through recruitment and deploying staff more efficiently to provide for the full range of prisoner supervision, interaction and escorting duties, reducing unit costs and developing the prison estate to meet the needs of the projected population over the next 10 to 15 year period.

Highlights of the Year

9.12 On 6 May the City of Lisburn conferred on the Service its highest honour – the Freedom of the City. The ceremony was attended by members of the Prison Service, representatives of the wider prison service family, officials and council representatives. The Director signed the "Roll of the Freemen" and gifts were exchanged between the Council and Prison Service at a civic luncheon.

9.13 The Criminal Justice Inspector for Northern Ireland and HM Chief Inspector of Prisons presented a

joint report on 4 May following an announced inspection of Maghaberry Prison which was carried out between 10 and 14 October 2005. In response the Prison Service published an action plan to address the concerns raised by the Inspectors. The action plan is posted on the Prison Service website and is regularly updated.

9.14 Prisons Minister Paul Goggins hosted a reception at Hillsborough Castle on 20 June for staff whose positive contribution to the work of the Northern Ireland Prison Service had been recognised through the Butler Trust Award Scheme. The Butler Trust recognises some of the excellent work being carried out on the care and resettlement of prisoners throughout the UK. The Prison Service Catering Team received a Butler Trust Group Award from HRH, The Princess Royal at Buckingham Palace. A further 248 members of staff received certificates after being nominated for awards.

9.15 The Prison Service in partnership with the Health Promotion Agency organised a "Promoting Healthy Prisons" conference in September 2006 with the aim of raising awareness of health and personal development issues in prison. The conference covered a wide range of topics including implementing a smoke free prison, exploring opportunities to promote the health and wellbeing of staff working in prisons, resettlement issues for ex-prisoners, substance misuse and mental health.



Paul Goggins at a celebration of the Arts in Hillsborough Castle in June during the Butler Trust reception.



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- Exploring the option of contracting out the full range of escorting services
- Staff reward and recognition
- Existing efficiency programme projects.

9.22 A full account of performance against each of these will be reported in the Prison Service Annual Report and Accounts which will be laid before Parliament and published in July 2007.

Looking Forward

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

- Implementing the Prisoner Escorting and Court Custody Service arrangements
- Implementing the transfer of lead responsibility for prisoner healthcare to Health and Personal Social Services
- Developing a corporate strategy for safer custody management.
- Implementing the accepted recommendations and action plans from the various reports and inspections completed in 2006/07
- Implementing a comprehensive human resource strategy including a diversity strategy which fulfils the staffing needs of the Service and delivering a rolling training programme to meet the future needs of the Service as defined by Blueprint
- Preparing the Service, both current and former staff, for the Billy Wright Inquiry and assisting the inquiry team with their requests for information
- Producing an overall strategy for human rights compliance across the Service
- Depending on progress on the political front it may also be necessary to prepare the Service for devolution of criminal justice and policing matters.

Prison Estate

9.24 The Service has three operational establishments:-

- 9.25** Maghaberry Prison – a high security prison housing adult male long-term sentenced and remand prisoners, in both separated and integrated conditions. Maghaberry also has responsibility for a facility in Belfast for selected prisoners nearing the end of their sentence.
- 9.26** Magilligan Prison – a medium security prison housing shorter-term sentenced adult male prisoners which also has low security accommodation for selected prisoners nearing the end of their sentence.
- 9.27** Hydebank Wood Young Offenders Centre and Prison – a medium to low security young offenders

The conference provided the opportunity to share information about what is effective for improving health in prisons as well as a chance to highlight the existing good work already carried out.

9.16 On 19 September Minister Paul Goggins,

following detailed proposals identifying value for money improvements, announced plans for a new Prisoner Escorting and Court Custody Service (PECCS). The new arrangements will provide a fully integrated prisoner escorting and court custody service under a single management structure for the first time in Northern Ireland. The new arrangements will be introduced on a phased basis and be fully operational by September 2007.

9.17 Northern Ireland prisoners were awarded more than 30 prizes in the prestigious Koestler Awards for prison arts. The Koestler Trust is a prison arts charity which aims to promote the arts in prisons and special institutions, encouraging creativity and the acquisition of new skills. Maghaberry, Magilligan and Hydebank Wood submitted 100 entries across a wide range of disciplines from fine art and craftwork to poetry, prose and music.

9.18 In November 2006 Minister Paul Goggins announced developments to various aspects of the prison regime across the Service's three establishments, including the introduction of a two tier regime for separated prisoners in Maghaberry Prison. The creation of a two-tier regime for separated prisoners at Maghaberry was recommended as part of an internal Prison Service Review. The changes demonstrate progress in line with HMCIIP inspection reports and also the Service's commitment to providing a caring and decent regime and recognising the importance of family ties in resettlement. The new arrangements were introduced on 4 December.

9.19 Also in December, the Criminal Justice Inspectorate for Northern Ireland published a report following an inspection in May of Magilligan Prison. The Prison Service similarly published its action plan to address the recommendations which were accepted. The performance of the Prison Service is monitored against a wide range of measurements which flow from the key targets and development objectives detailed in its Corporate and Business Plan. This year the Service set 11 key performance targets and a comprehensive programme of 28 development objectives.

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centre and prison for male remands and sentenced young offenders between the ages of 16 and 21 and all female prisoners including young offenders and female immigration detainees.

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

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

Bibliography – Relevant Publications in 2006/07

- Corporate & Business Plan 2006/09
- Annual Report and Accounts 2005/06
- Review of Separated Regime/Compact Action Plan
- Revised Compact for Separated Prisoners

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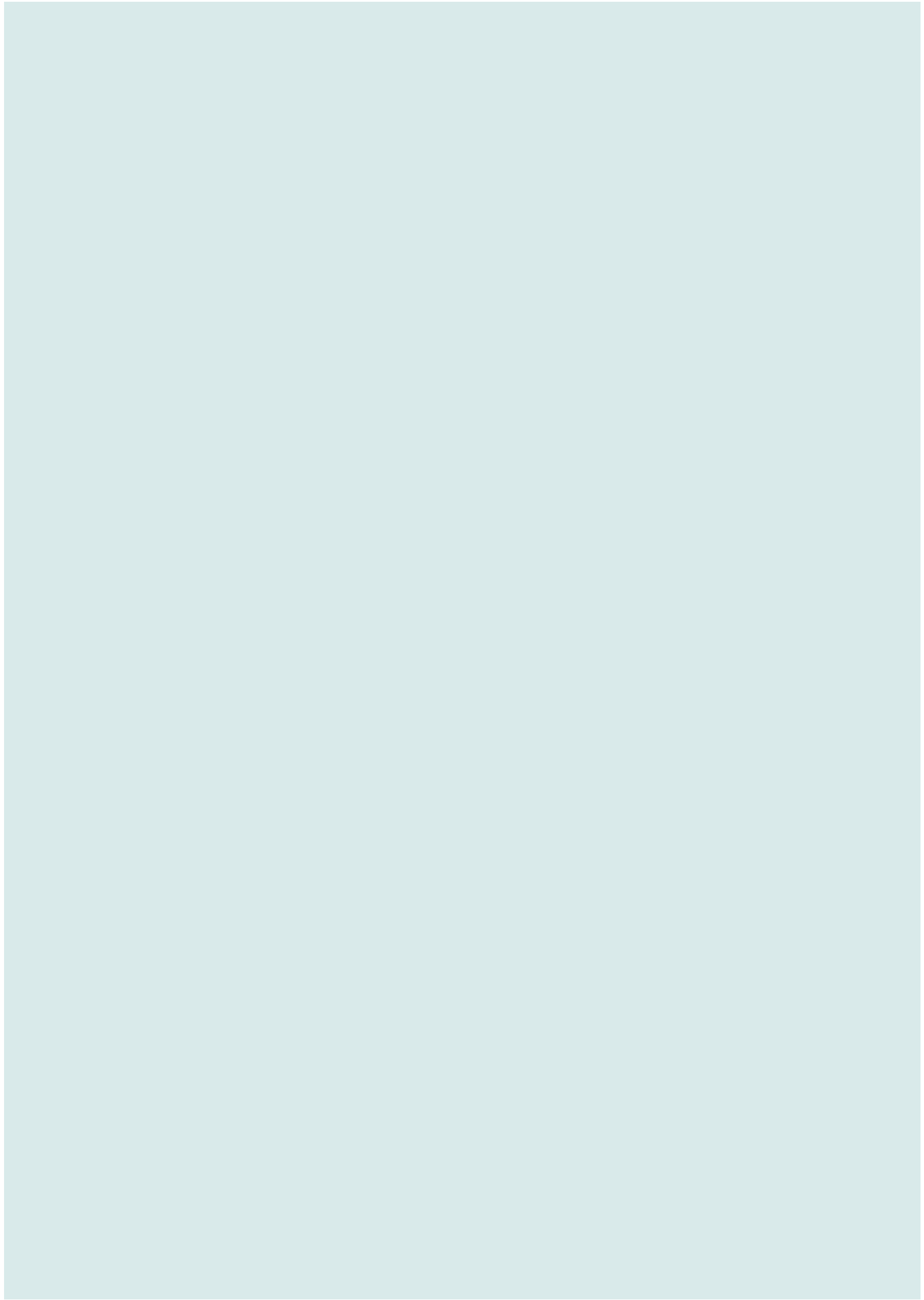
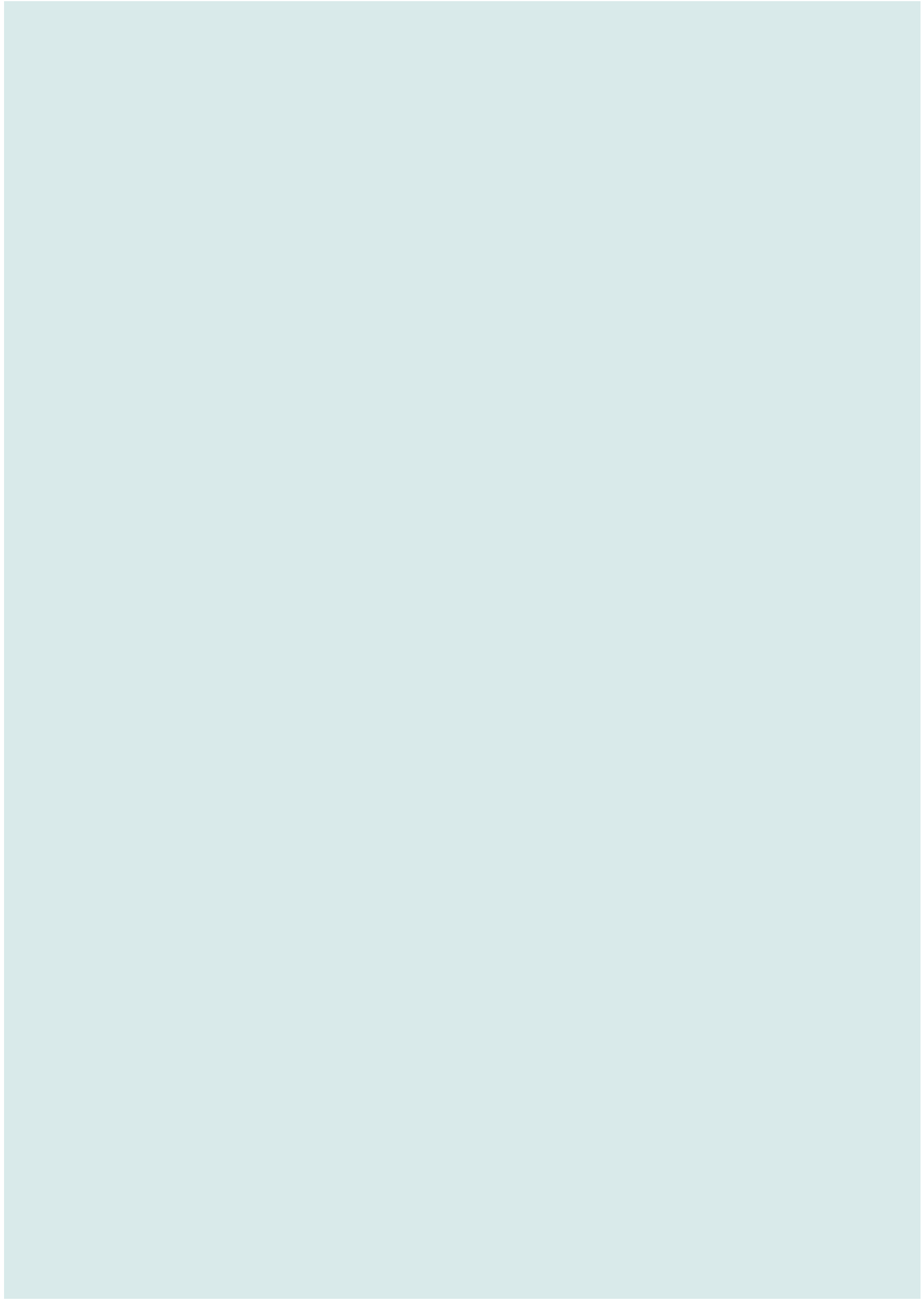


The Compensation Agency

Chapter Ten

Chapter Ten

The Compensation Agency



- To deliver the compensation schemes efficiently and cost effectively, while seeking continuous improvements in the standards of service within the limits of the resources available.

Looking Back over 2006/07

10.6 Against the backdrop of decreasing staff numbers, the Agency met 9 of its 10 key performance targets. A comprehensive account of the performance against each of these targets will appear in the Compensation Agency Annual Report.

Schemes

10.7 The Agency received 5,346 new applications

and 1,955 requests for cases to be reviewed under the Northern Ireland Criminal Injuries Compensation Scheme 2002 ("the Tariff scheme"). The Agency is reliant on a range of outside agencies if claims, which are often complex, are to be processed expeditiously, but at the year-end, the Agency had made decisions on 60% of claims within 12 months of registration against a target of 55%. In addition, the number of claims awaiting a decision for more than one year was reduced by 8,114 against a target reduction of 7,858. This involved a very special effort on the part of the staff.

10.8 The Agency continued to manage the rundown of claims under the earlier criminal injuries compensation scheme (the 1988 Order). At the end of 2006/07 the Agency had only 1,238 claims in hand compared with 2,338 last year, against a target of 1,169 claims. This target was particularly challenging as many of the remaining cases are inherently more complex, resulting in longer time and often legal consultations or court appearances being required to effect clearance.

Staffing

10.9 During 2006/7 there was a significant decrease in the number of staff across the Agency which reflects the downward trend in the size of the overall caseload. The Agency now employs 79.3 full-time equivalent members of staff – down from 96.8 at the beginning of the year. The staffing complement is expected to fall further over the coming years as the remaining claims under the 1988 Order are cleared.

Highlights of the Year

10.10 The Agency commissioned an extensive customer survey. 81% of applicants rated the courtesy of

Role and Task

10.1 The Compensation Agency (the Agency) was established on 1 April 1992 and was the first Executive Agency to be set up within the Northern Ireland Office. It carries out the Secretary of State's functions for the provision of compensation made under the Criminal Injuries (Compensation) (Northern Ireland) Order 1988 (for pre-May 2002 claims); the Criminal Injuries Compensation (Northern Ireland) Order 2002 (for post-May 2002 claims); the Criminal Damage (Compensation) (Northern Ireland) Order 1977 and the Terrorism Act 2000.

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

10.3 Each year the Agency publishes an Annual Report and Accounts in a format prescribed by HM Treasury. The Annual Report and Accounts contain full information relating to the Agency's statutory background, the specific targets set for the Agency by the Minister (and its performance against those targets), its principal areas of activity and its financial structure and performance. The Annual Report and Accounts are presented to Parliament each year just prior to the summer recess. When the Annual Report and Accounts for 2006/07 have been audited and laid before Parliament they will be freely available on the Agency's website at www.compensationni.gov.uk

Aim

10.4 The Agency's aim is:-

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

Objectives

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

- To provide a responsive and effective service to all applicants in which claims are dealt with speedily, consistently and in accordance with the relevant legislation

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- To deliver the compensation schemes efficiently and cost effectively, while seeking continuous improvements in the standards of service within the limits of the resources available.

staff as at least “good”; but there were continuing concerns about the time taken to process claims. The survey has yielded a number of useful points which the Agency Strategy Group will be taking on board.

10.11 During the year a new Corporate Services Branch was established to provide a central support function to the Agency. This has allowed a greater emphasis to be placed on business planning and risk management, performance management and reporting, customer evaluation and the development of an Agency secretariat.

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10.13 The Agency continues its commitment to training and development and delivered a range of training and development seminars on risk management, finance, Professional Skills for Government and information security.

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10.15 The quality of the work of the Agency was again recognised through external accreditation when its Charter Mark status was re-conferred in May 2006.

Looking Forward

10.16 As we look towards 2007/08 we are conscious of the need to sustain our levels of service within a still changing environment. Further reductions in Criminal Injuries caseloads and human resources along with more demanding delivery targets across most of the Agency’s business areas will represent a significant challenge. Further restructuring will be inevitable and the management of change in all its manifestations will rely on the commitment and dedication of all staff throughout the year.

Bibliography

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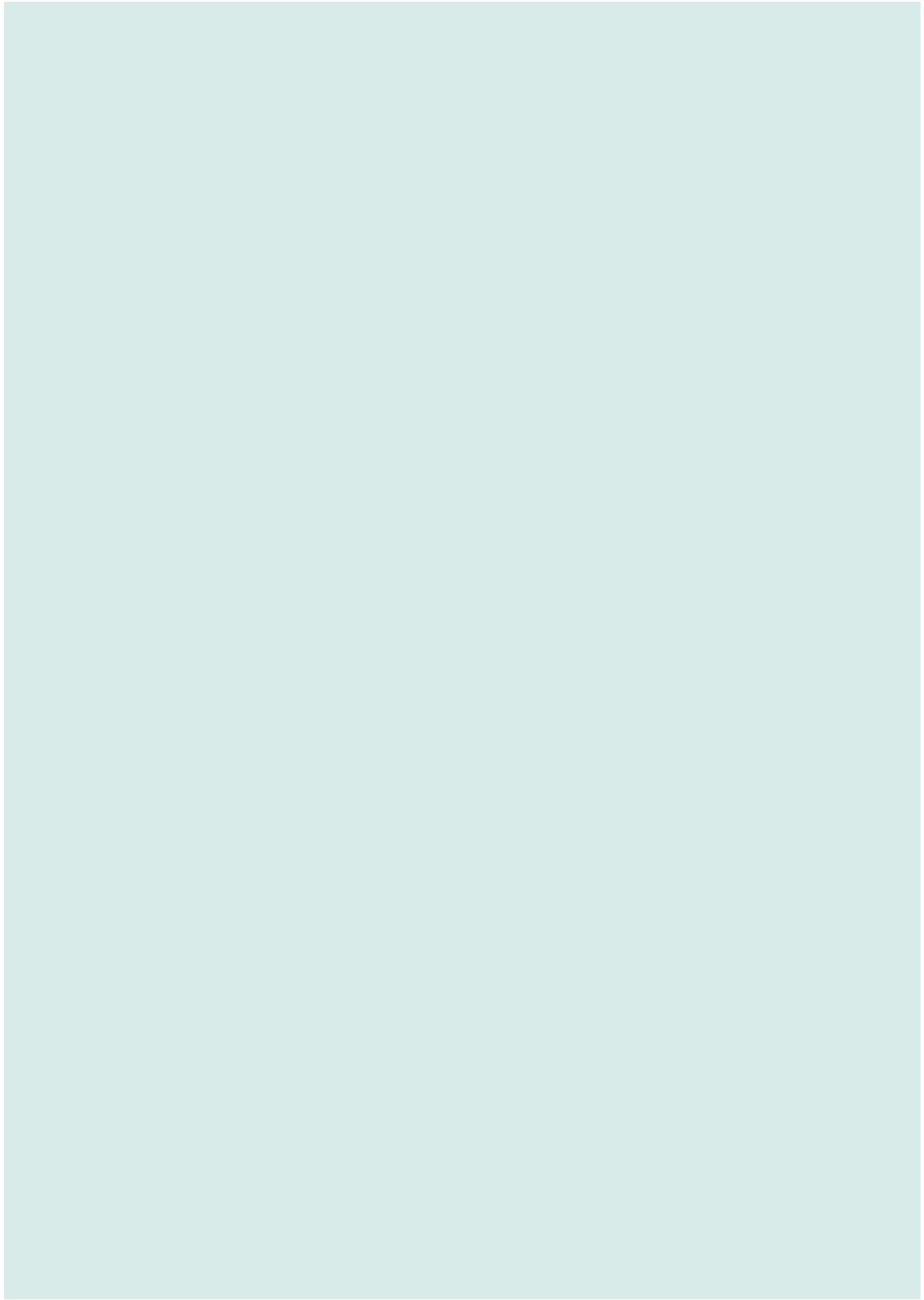
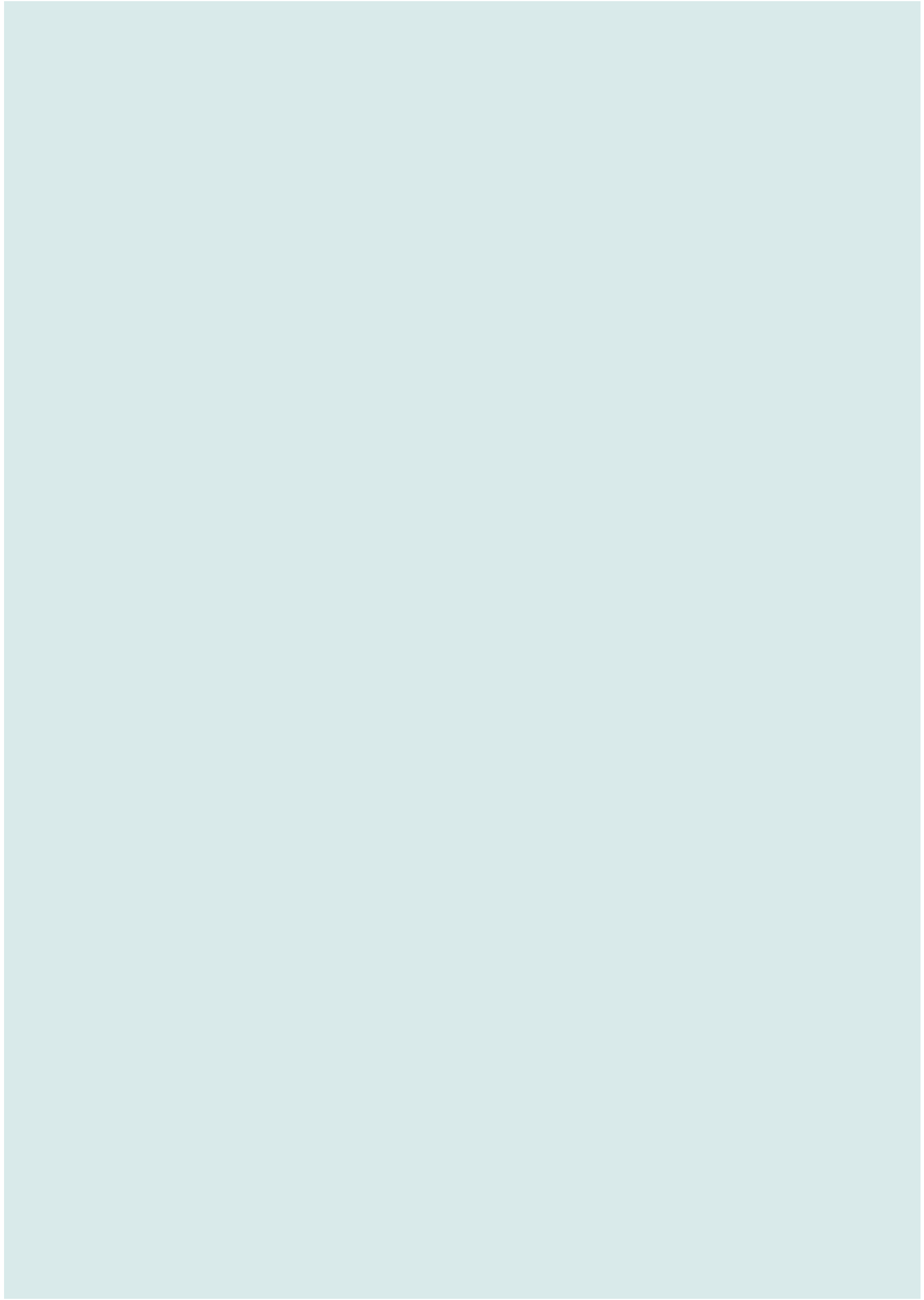
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Forensic Science
Northern Ireland

Chapter Eleven

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Northern Ireland



Objectives

11.4 The Agency's objectives are to:-

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

Looking Back over 2006/07 Performance

11.5 To provide performance information and statistics the Agency has used information from the 2005/06 year since it would not be possible to collate, verify and audit this information for the 2006/07 year within the time required for the production of this Departmental Report. However, details of work done during 2006/07 have been included in Highlights of the Year.

11.6 A full account of the Agency's performance and financial statement is contained in its Annual Report and Accounts 2005/06. A copy may be obtained from Forensic Science Northern Ireland, 151 Belfast Road, Carrickfergus, Co. Antrim, BT38 8PL or by accessing the Agency's website www.fsni.gov.uk

11.7 The Agency had six key targets agreed by the Minister in 2006/07 as follows:-

1. To have in place the proper processes to enable FSNI to meet the service requirements of its customers and stakeholders
2. To ensure the Agency meets the evolving needs of customers through continual business improvement
3. To ensure that customers are satisfied with service delivery from FSNI through front end value-added forensic solutions focussed on requirements
4. To maintain the Agency's corporate governance by ensuring effective financial management
5. To have a motivated and engaged workforce with the right skills, knowledge and abilities
6. To preserve the confidence with which the Agency is held by the NI justice stakeholders and international forensic community.

Role and Task

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

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

Aim

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

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

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

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11.8 The outcome of these targets will be detailed in the Agency's Annual Report and Accounts for 2006/07 which is due to be laid in Parliament in July 2007.

Staffing Levels

11.9 During 2006/07 the average number of staff increased slightly to an average of around 190, made up of 117 caseworkers, 54 management and support staff, plus 19 recruitment agency staff. These numbers do not include the new Chief Executive, who took up post at the end of October 2006, two interim Directors who were in post until December 2006 or the Acting Chief Executive who was on secondment to the Agency until October 2006.

Casework Statistics

11.10 The casework statistics for 2005/06 are shown in the following charts:-

Chart 11.1 - Total Cases 2005/06

Cases	04/05	05/06	%Change
Explosives	120	84	-30%
Firearms	334	259	-22.50%
Murder	108	106	-2%
Drugs	515	527	2%
Traffic Cases	360	300	-16.70%
Arson and Fires	207	212	2.40%
Burglary	671	660	-1.60%
GBH/ Assault	341	317	-7%
Sex offences	150	137	-8.70%
Totals	2,806	2,602	

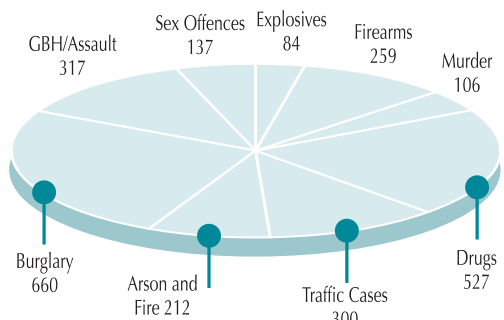
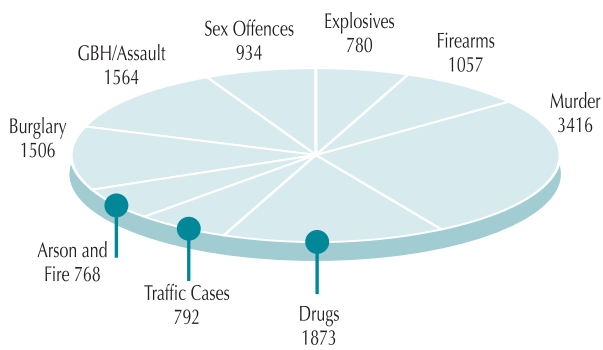


Chart 11.2 - Total items 2005/06

Cases	04/05	05/06	%Change
Explosives	947	780	-17.60%
Firearms	1631	1057	-35.20%
Murder	4070	3416	-16.10%
Drugs	1702	1873	10%
Traffic Cases	648	792	22.20%
Arson and Fires	728	768	5.50%
Burglary	1384	1506	8.80%
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Sex offences	826	934	13.10%
Totals	13,983	12,690	



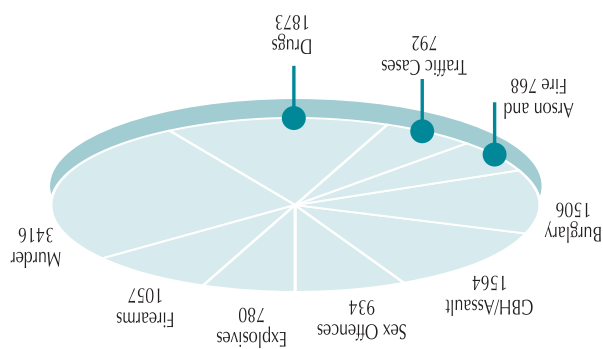
Highlights of the Year

11.11 Major developments during 2006/07 included:-

- The new permanent Chief Executive took up post in October 2006 and the two temporary Directors left on 31 December 2006 pending the appointment of permanent replacements. Under a proposed new structure, a total of four Directors will be appointed by means of internal trawls or open recruitment as necessary. The proposed new Directors will be responsible for finance, corporate services, business development and operations
- An Executive Board was set up to support the Chief Executive in directing the Agency through leadership and vision, driving the development and implementation of appropriate strategy, whilst ensuring proper governance in the interests of all stakeholders
- A Management Committee was also established as part of the roll-out of balanced scorecard method of business planning throughout the Agency
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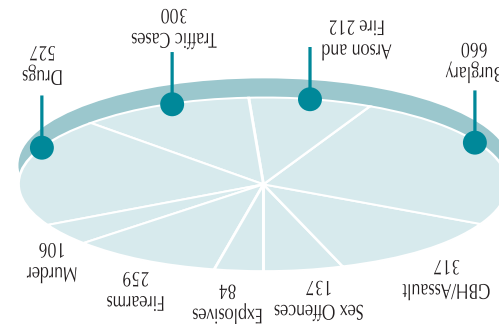
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Moderating Panel arrangements and appointing members of the Moderating Panels in line with Codes of Practice

- The Agency was visited by HRH Prince Andrew, Duke of York, to mark the 50th anniversary of the founding of the laboratory. Further events are being considered to give staff, both past and present, the opportunity to celebrate this milestone in the Laboratory's history.

Looking Forward

11.12 The Agency will continue to embed the new governance structures and develop its business management methodologies, through the roll out of the balanced scorecard across all levels of the Agency. The key task is the integration of new organisational structures, workflow, ICT infrastructure and training in order to create an Agency better positioned to meet the rapidly developing needs of its customers. The parallel work on the new accommodation will continue to provide important stimulus to the development of the Agency and its approach to its business.

11.13 The increased sensitivity of forensic science methodologies means that the integrity of exhibits from beginning to end of the process will require even more rigorous control procedures to be deployed in any forensic service operation. Following the merger in 2005/06 of two of the three principal commercial forensic providers, and the emergence of private companies providing forensic services in England and Wales, the forensic market place has changed and there is now a more aggressive approach in relation to performance and costs. In order to compete, the Agency must at least match, if not better, the performance of these principal commercial organisations. FSNI will continue to put the business structures and systems in place to ensure that FSNI is best placed to do this.

11.14 The year ahead should see major progress with the new accommodation project as a whole, with particular emphasis on finalising the site investigations and agreeing terms and conditions with the landowners. Significant progress should also be made with the planning process. By mid-year it is hoped the outline business case will be approved and that the project will have had a successful Gateway Review. Design and procurement should also have made significant progress towards the end of the year. Further work will be carried out to maintain the fabric of the existing premises, and to create work areas for new reporting and scientific support staff that are being recruited.

11.15 In line with the ICT strategy produced by the NIO, the Agency will be taking part in a pilot project to identify the best way to introduce a shared services approach to IT within the NIO and any future devolved department. These proposals may also have a serious impact on the Agency's separate financial systems and procedures which are currently independent of those employed in the rest of the NIO. Proposed changes to the management structure and the business process are likely to result in major changes to the facilities provided by the IT Team.

11.16 The introduction of a transactional charging mechanism for revenue recovery from the Agency's main customers will be considered during 2007/08 to assess when it might be appropriate to implement this change.

11.17 During 2007/08, the Agency will be working towards a re-assessment and re-confirmation of its recognition as an Investor in People.

11.18 Work will be ongoing to move the Agency's UKAS accreditation to the new version of ISO 17025.

11.19 A Leadership Programme will be rolled out for attendance by certain grades and will support the Agency's ongoing investment in its staff and their skills development.

Bibliography

- Annual Report and Accounts 2005/06

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■ The Agency was visited by HRH Prince Andrew, Duke of York, to mark the 50th anniversary of the founding of the laboratory. Further events are being considered to give staff, both past and present, the opportunity to celebrate this milestone in the Laboratory's history.

Moderating Panel arrangements and appointing members of the Moderating Panels in line with Codes of Practice

Looking Forward

Bibliography

- Annual Report and Accounts 2005/06

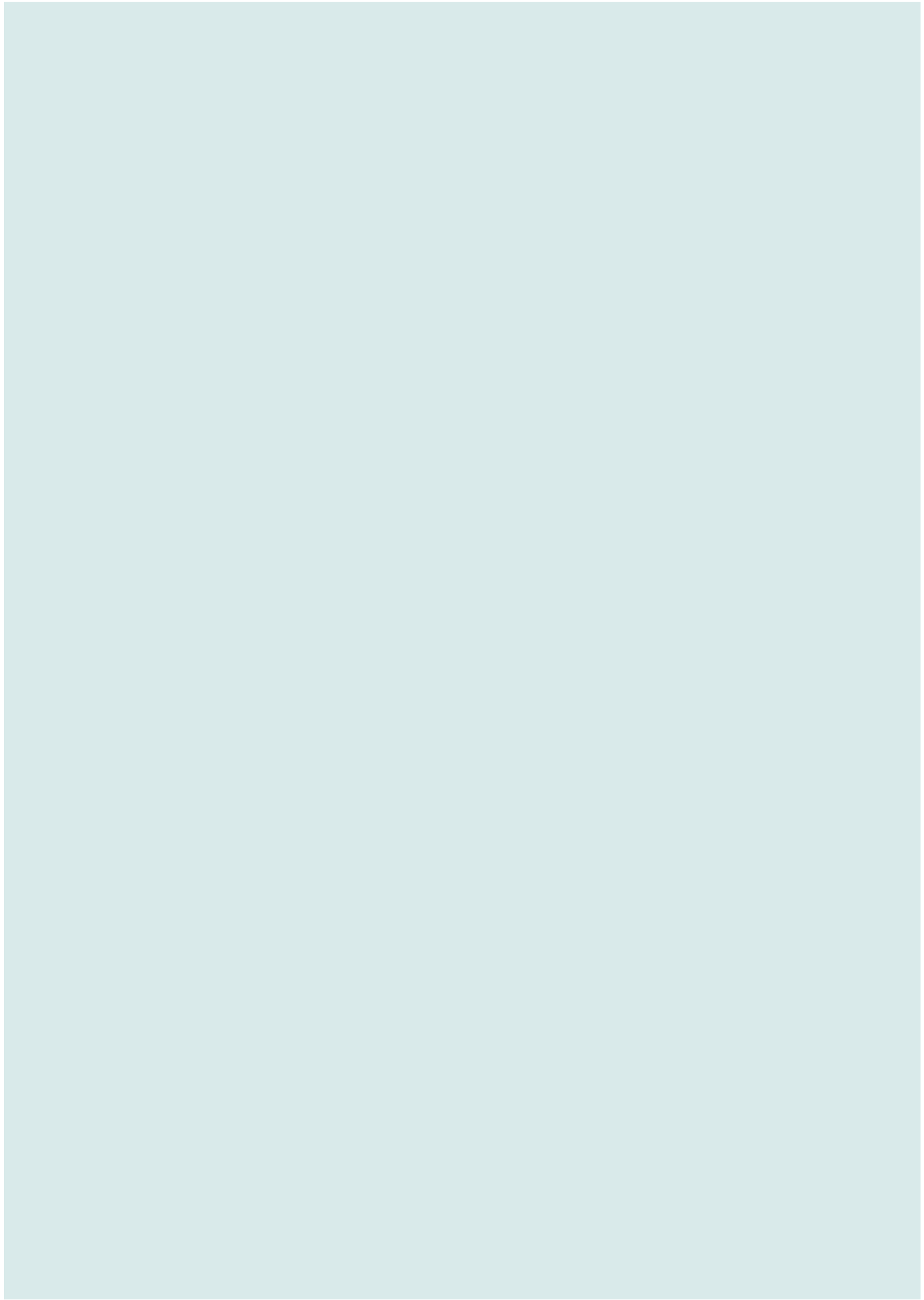
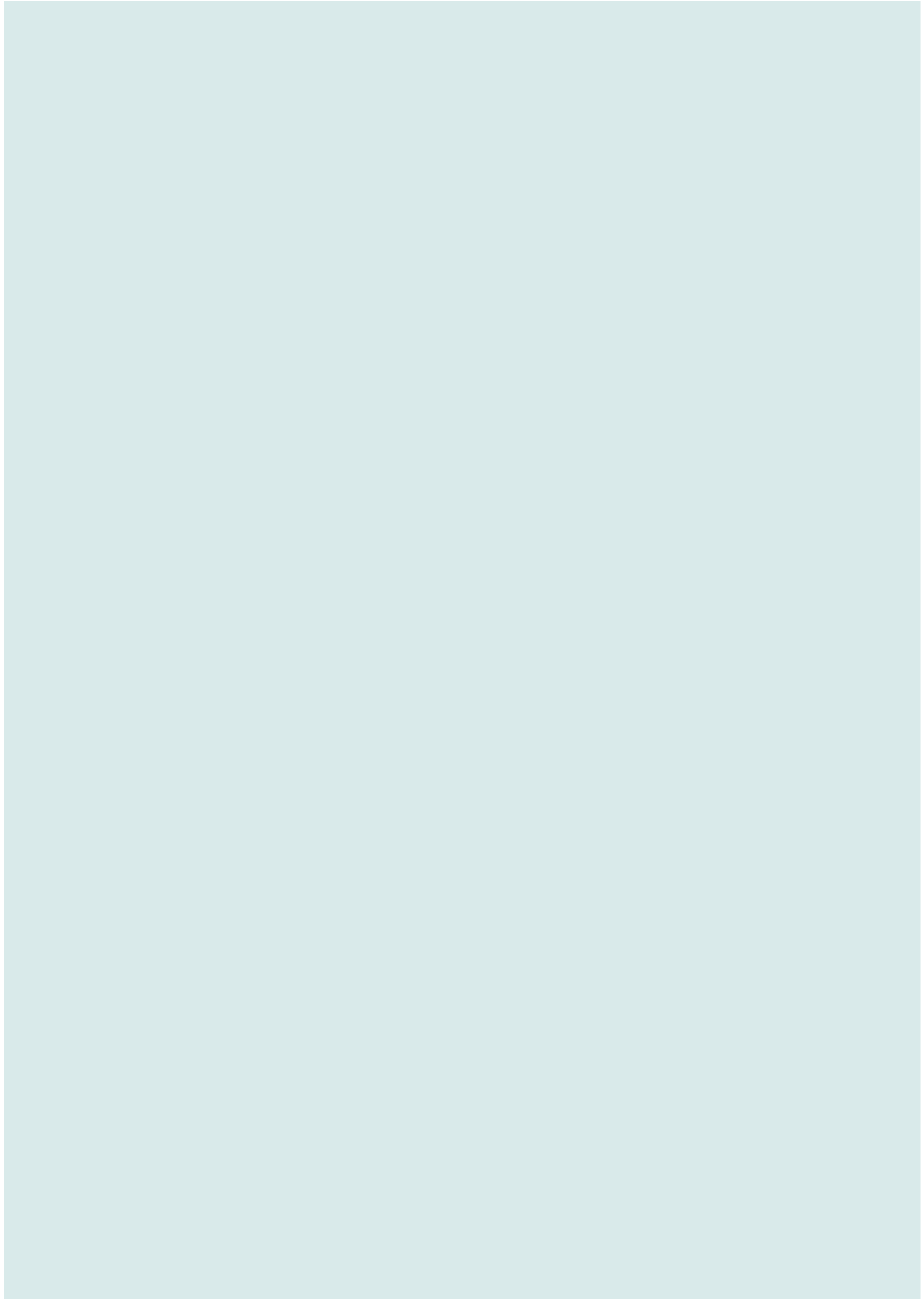
Youth Justice Agency

Chapter Twelve

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

Chapter Twelve

Youth Justice Agency



- Promote awareness of, and develop confidence in, the work of the Agency in relation to the public and criminal justice partners
 - Consult with and obtain feedback from a broad range of key stakeholders and partners, and in particular children, their families, victims of youth crime and those organisations representing them.
- 12.7** The operation of the Youth Justice Agency and its ability to carry out its programmes of work are directly influenced by the sentencing practice of the courts, the resources available to the Agency and by legislative and policy initiatives, particularly from other parts of the criminal justice system. The Agency continues to operate in a very demanding environment with a growing volume and complexity of work undertaken against a background of major changes and developments occurring within the youth justice system over the next few years.
- 12.8** Significant developments which have recently occurred or are likely to occur in the near future that may have an impact on or influence the services provided by the Agency include:-
- Publication of the children's strategy action plan
 - Implementation of the Charter for Youth Justice within Northern Ireland
 - Implementation of the Charter for Youth Justice
 - Implementation of the 2007 Comprehensive Spending Review (CSR 2007)
 - Review of public administration
 - Devolution
 - Renewing Communities Initiative
 - NI Departments Children's Funding Package
 - Major investment in prevention and early intervention services
 - Developments within the wider criminal justice system including the introduction of a sentencing framework and new public protection measures.
- 12.9** Within the Agency a number of strategic reviews were undertaken with a view to improving future operational effectiveness and ensuring compliance with statutory responsibilities. These included:-
- Development and implementation of a Mental Health Strategy
 - Use resources effectively and deliver best value
- Development and implementation of a Mental Health Strategy

Role and Task

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

12.2 It carries out the Secretary of State's function for the provision of youth justice services under the Justice (Northern Ireland) Act 2002 and Criminal Justice (Children) (NI) Order 1998. Youth justice policy is separate from the functions of the Agency and is one of the responsibilities of the Criminal Justice Directorate of the NIO.

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

12.4 The Agency contributes to the delivery of the NIO Public Service Agreement Targets 2 and 3. It also plays a key role within the Criminal Justice System in Northern Ireland (CJSNI), which aims to secure an improved service to the public through better co-operation, co-ordination and accountability in the administration of the Northern Ireland criminal justice system.

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

Aim

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

Objectives

- 12.6** The main objectives of the Agency are to:-
- Help reduce offending by children and to assist integration into the community
 - Maintain an appropriate level of security for children in its care
 - Operate a safe and caring environment across the Agency for children, staff and the public
 - Take account of the needs of victims of crime through restorative justice principles
 - Respect and value staff and develop their potential in order to enhance the quality of service delivered by the Agency
 - Use resources effectively and deliver best value

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- Publication of the children's strategy action plan
- Implementation of the Charter for Youth Justice within Northern Ireland
- Implementation of the Criminal Justice Inspectorate for Northern Ireland report on Tackling Unavoidable Delay in the Criminal Justice System
- The Government's efficiency programme
- Outcome of the 2007 Comprehensive Spending Review (CSR 2007)
- Review of public administration
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- Development and implementation of a Mental Health Strategy

- Strategy for the Prevention of Offending by Children and Young People developed by Community Services in partnership with the four Children and Young Peoples Committees
 - Rationalisation of the Agency estate.
- 12.10** Other significant developments during 2006/07 included:-
- Opening of the new Woodlands Juvenile Justice Centre in January 2007
 - The completion of the roll-out of the Youth Conference Service to cover all areas of Northern Ireland
 - The provision of additional Community Service facilities at Larne and Shankill
 - Formal publication of the Agency's Complaints Charter, Victims Charter, and its policy in relation to Child Protection
 - All young people discharged from custody are now referred to an appropriate Community Services Project
 - Development of three specific programmes in Shankill and North Belfast through the Renewing Communities Initiative – the Government's response to the report of the taskforce on Protestant Working Class Communities. This scheme provided the opportunity to work more closely with schools in North Belfast, especially in the field of early intervention and was designed to provide alternative activities for young people vulnerable to offending and anti-social behaviour
 - The Building Positive Outcomes through Sport, Adventure and the Arts initiative undertaken by the Agency in conjunction with the Irish Rugby Football Union (IRFU) Ulster Branch, Irish Football Association and Gaelic Athletic Association. The aim being to use sport as a medium through which personal and social development for young people can occur
 - Establishment of Family Group Conferencing within the Juvenile Justice Centre providing a means for improving planning and decision making for children who are sentenced.
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- A series of events held at various locations across the province to publicise the roll-out of the Youth Conference Service to cover all areas in Northern Ireland and re-launch local Community Service Projects

- A series of open visits for a broad range of stakeholders to the new Woodlands Juvenile Justice Centre prior to it becoming operational (including local residents; public representatives; media; etc)
- The hosting in Belfast of a Five Nations Conference dealing with young people and crime (involving England; Scotland; Wales; Republic of Ireland; and Northern Ireland)
- Active participation in the prestigious World Congress of International Family and Youth Court Judges – a week-long conference event held in Belfast
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- Development of a local public relations strategy for the Youth Conference Service
- Targeted awareness raising sessions organised by Youth Conference Service with various groups including the business sector
- Presentation by Director of Youth Conference Service to the Prime Minister's and Home Secretary's advisers in 10 Downing Street.

Delivery Against NIO PSA Targets

12.12 The Agency contributes towards the delivery of NIO Public Service Agreement targets 2 and 3 to:-

- Increase confidence in the criminal justice system throughout all parts of the community in Northern Ireland by 3% by April 2008
- Reduce domestic burglary by 15% by April 2007
- Reduce theft of and from vehicles by 10% by April 2007
- Reduce the rate of reconviction compared to the predicted rate by 5% by April 2008.

12.13 As part of its Communications Strategy, the Agency has undertaken a wide range of events and activities aimed at increasing awareness of the Agency and wider criminal justice system. This has proved successful in that overall awareness levels of the Agency, as measured by the independent NISRA Omnibus Survey, have increased from 11% in January 2005 to 18% in September 2006. Awareness levels of each operational Directorate of the Agency also increased by significant amounts over the same period.

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Highlights of the Year

12.20 During 2006/07 highlights included:-

- The opening of the brand new purpose built Woodlands Juvenile Justice Centre in January 2007. This new centre is the most advanced of its kind in Europe and has been designed to support positive interactions between staff and children within a safe and secure environment devoid of any expected features of a secure facility.
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- A independent evaluation of Reparation Orders and Community Responsibility Orders concluded that Community Services has demonstrated considerable initiative in developing an imaginative and appropriate range of activities to meet the requests of the Orders
- The appointment of a second non executive director to the Agency's management board
- The appointment of an Independent Complaints Reviewer to oversee the Agency's complaints procedures
- The receipt of four prestigious training awards to the Youth Conference Service, on behalf of the Agency, for an innovative training programme that is behind the success of statutory restorative justice in Northern Ireland. A regional National Training Award was received for the Youth Conference Service "Business Eye" Foundation Training, and a special "Business Eye" award received for the promotion of diversity and social inclusion. Two further awards were achieved at the national awards ceremony in London – a UK National Award (the highest award that can be achieved in the UK) and the prestigious Linda Ammon Award which was presented to the Director of the Youth Conference Service for inspiration and vision for staff development through training
- Success in two specific award categories at the annual Northern Ireland Criminal Justice Awards – an individual award to the Manager of Community Services Downpatrick for outstanding contribution to work with young people for research into the needs

15% and the target for car crime has been achieved with a 40% reduction.

Efficiency Programmes

12.15 A series of reviews are scheduled to be carried out during 2007/08 to examine the provision of services and associated resources to ensure that the Agency is operating efficiently and to take account of the anticipated tightness of the CSR 2007 settlement.

Consultancy Expenditure 2006/07

12.16 The Agency has adopted a policy of only engaging consultancy support where the particular skills or resources are not available to deliver the service in-house. Just over £450k was spent in this area during the course of the year - £135k on professional/business consultancy and a further £315k on staff substitution to cover vacancies, temporary posts etc.

Consultation

12.17 In developing its policies, the Agency regularly consults with and obtains feedback from a broad range of stakeholders and partners, and in particular, children, their families, victims of youth crime, and those organisations representing them.

12.18 No formal consultations were undertaken by the Agency during the period covered by this report. However, consultation with children in the Juvenile Justice Centre and through the Include Youth Young Voices Project was undertaken in the development of "child friendly" versions of the Agency's Complaints and Child Protection Policy and Procedures leaflets.

12.19 Additionally within the Youth Justice Agency:-

- Daily meetings are held with young people within the Juvenile Justice Centre
- Young Voices, a part of Include Youth, hold regular meetings with young people in the Juvenile Justice Centre and have provided feedback on a number of issues
- NIACRO provide an Independent Representation Scheme within the Juvenile Justice Centre and feedback children's concerns and complaints
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of 10 to 13 years olds in the current justice system and a team award for the Bail Supervision and Support Scheme

- The first ever restorative justice Youth Conference held jointly between the Youth Conference Service and the Garda Siochana by video-link.

Looking Forward

12.21 The Agency will continue to build upon its achievements and focus on organisation development, evaluation of services provided and enhancing public awareness of the services it provides. The Corporate Plan 2007-2010 and Business Plan 2007/08 outlines the Agency's key priorities over the next three years.

12.22 The main developments planned for 2007/08 include:-

- Continued contribution towards the overall NIO Public Service Agreement and Criminal Justice System NI targets and objectives
- Provision of a range of community based services and programmes in designated renewing communities areas
- Implementation of the agreed recommendations of the Mental Health Working Group
- Implementation of the agreed recommendations of the evaluation of the Bail Supervision and Support Scheme

- Implementation of the agreed recommendations of the Delay Action Team report appropriate to the Youth Justice Agency
- Production of an evidence-based strategy to address persistent and prolific youth offending in conjunction with Youth Justice Policy Unit
- Implementation of a range of early intervention and prevention services through partnerships and funding initiatives
- Delivery of outreach programmes, in partnership with others, which targets specific stakeholder groupings such as sentencers, opinion formers, young people and statutory organisations.

Bibliography

- Youth Justice Agency Framework Document
- Youth Justice Agency Corporate Plan 2006-2009 and Business Plan 2007/08
- Youth Justice Agency Corporate Plan 2007-2010 and Business Plan 2007/08
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- Youth Justice Connections – a magazine published three times a year by the Youth Justice Agency
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Criminal Justice Minister David Hanson with Phil Tooze, Director of the Juvenile Justice Centre, and Artie O'Neill, Acting Chief Executive of the Youth Justice Agency, at the opening of the new Woodlands Juvenile Justice Centre.

Criminal Justice Minister David Hanson with Phil Tooze, Director of the Juvenile Justice Centre, and Artie O'Neill, Acting Chief Executive of the Youth Justice Agency, at the opening of the new Woodlands Juvenile Justice Centre.



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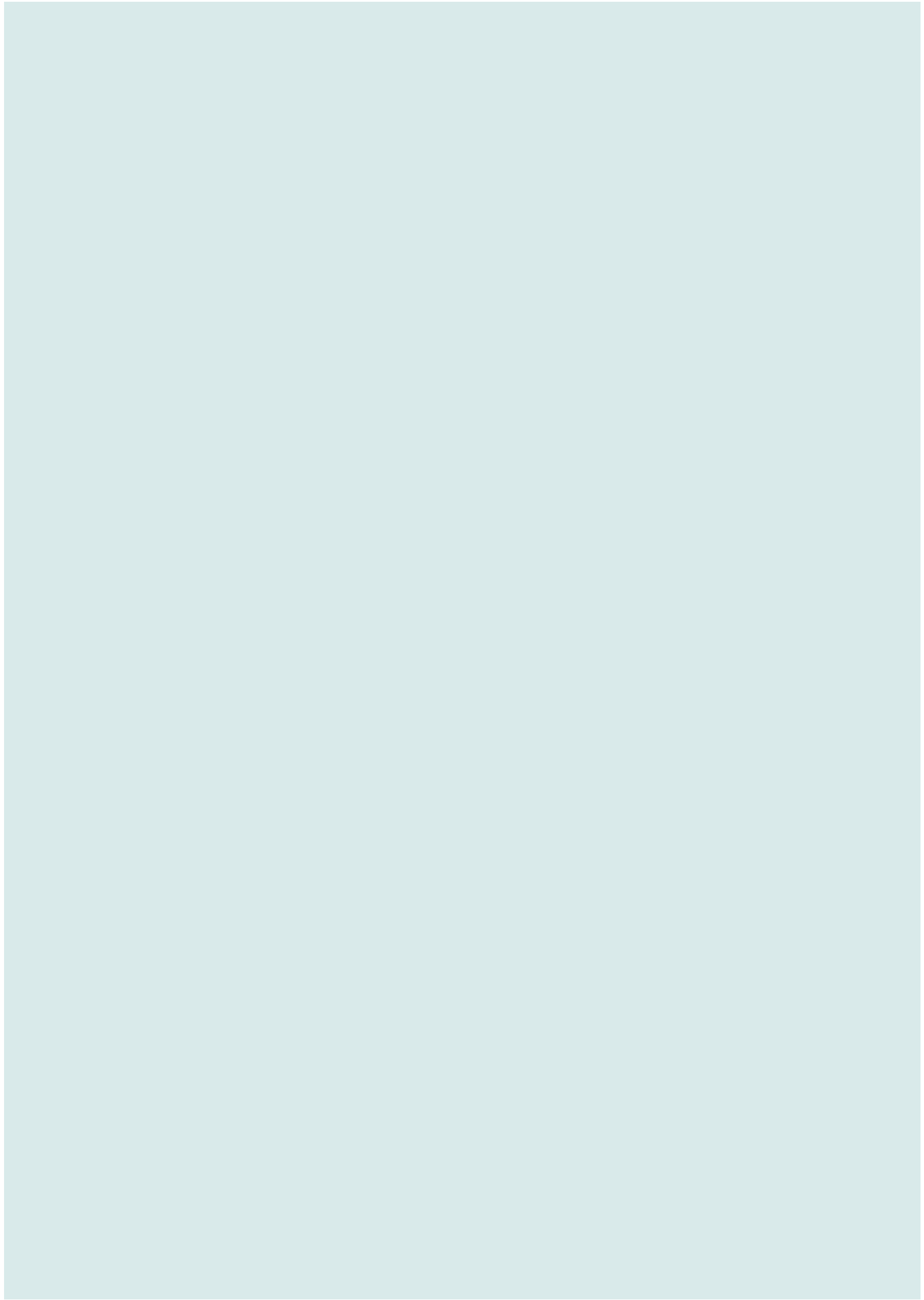
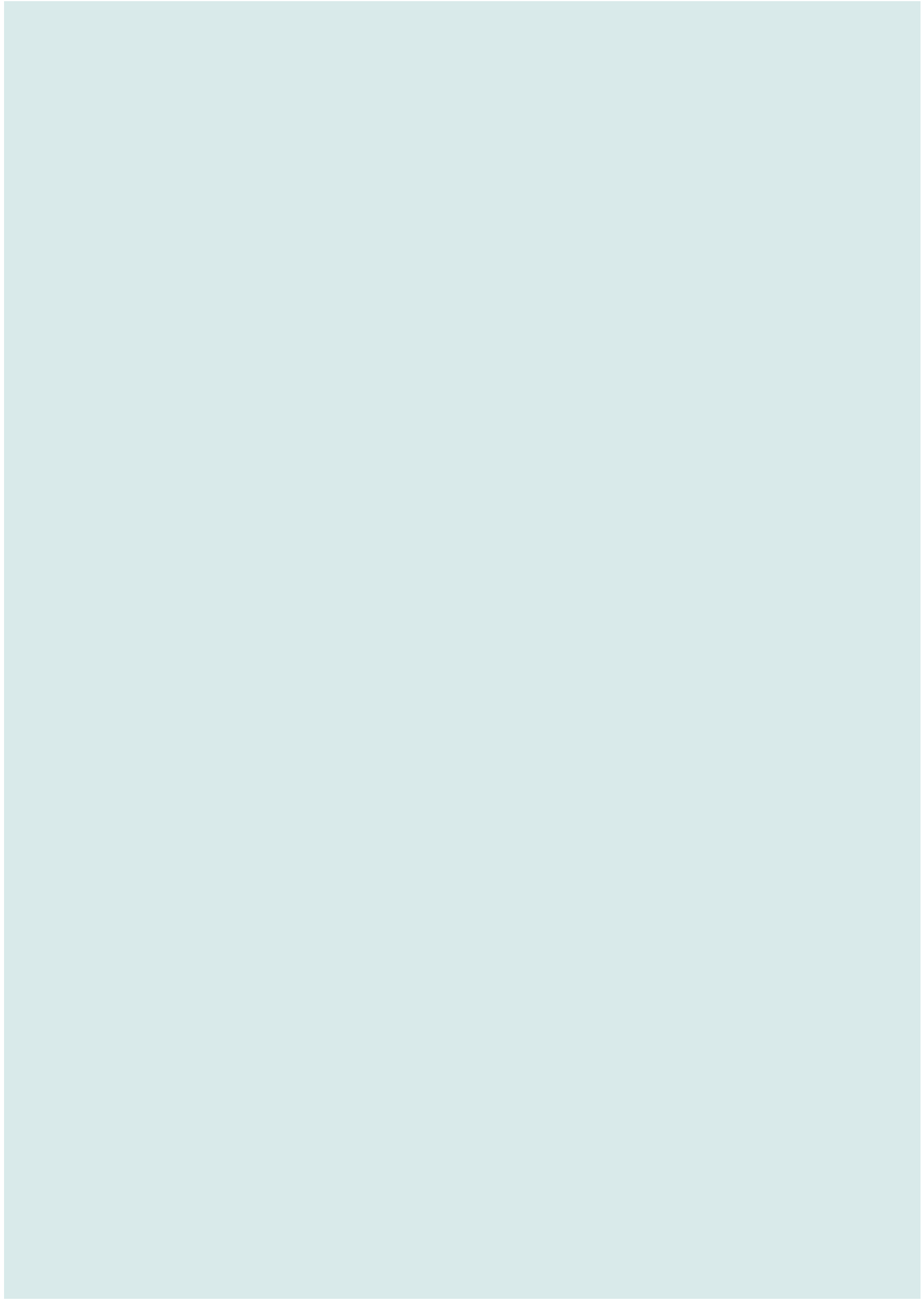
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Public Prosecution
Service for
Northern Ireland

Chapter Thirteen

Chapter Thirteen

Public Prosecution
Service for
Northern Ireland



Looking Back over 2006/07

13.6 The corporate plan for the PPS sets out its four strategic priorities and associated objectives for the four year period to March 2008. During 2006/07, the third year of the corporate plan, a number of these objectives were to be progressed and a total of 12 key performance indicators were identified in the annual business plan for the year. At time of writing, final performance information against these targets was not yet available; however, the majority are presently on course to be achieved.

Implementation of the PPS

13.7 A key strategic priority is the full implementation of the Service. Whilst the PPS came into effect as a statutory body in June 2005, the full range of services is not yet available throughout Northern Ireland.



13.8 The roll-out of the new Service is ongoing and substantial progress has been made during 2006/07:-

- The PPS Eastern Region, which covers six police districts, became fully operational in October 2006
- From October 2006 the Service assumed responsibility for the conduct of all youth offences across Northern Ireland
- The Ballymena Office of the PPS Northern Region, which covers six police districts, became fully operational in January 2007
- Recruitment has been ongoing and as at 12 March 2007 there were 556 staff employed within the Service. On full roll-out the total staff complement will be 610.



9 Subject to completion of the PPS accommodation project.

Role and Task

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

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

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

Aim

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

Objectives

13.5 The objectives of the Service are to:-

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

Role and Task

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

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

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

Aim

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

Objectives

13.5 The objectives of the Service are to:-

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

Looking Back over 2006/07

13.6 The corporate plan for the PPS sets out its four strategic priorities and associated objectives for the four year period to March 2008. During 2006/07, the third year of the corporate plan, a number of these objectives were to be progressed and a total of 12 key performance indicators were identified in the annual business plan for the year. At time of writing, final performance information against these targets was not yet available; however, the majority are presently on course to be achieved.

Implementation of the PPS



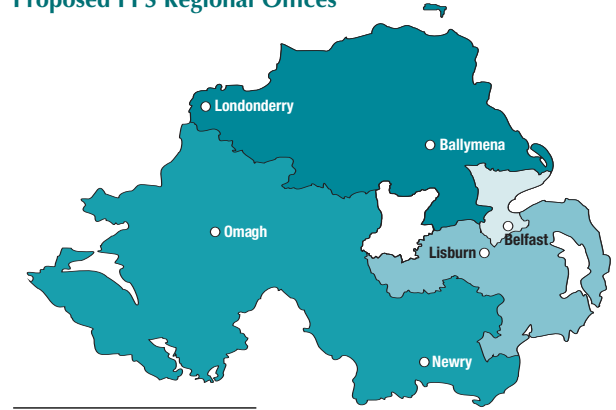
13.7 A key strategic priority is the full implementation of the Service. Whilst the PPS came into effect as a statutory body in

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

13.8 The roll-out of the new Service is ongoing and substantial progress has been made during 2006/07:-

- The PPS Eastern Region, which covers six police districts, became fully operational in October 2006
- From October 2006 the Service assumed responsibility for the conduct of all youth offences across Northern Ireland
- The Ballymena Office of the PPS Northern Region, which covers six police districts, became fully operational in January 2007
- Recruitment has been ongoing and as at 12 March 2007 there were 556 staff employed within the Service. On full roll-out the total staff complement will be 610.

Proposed PPS Regional Offices⁹



9 Subject to completion of the PPS accommodation project.

13.9 The full range of PPS services is now available in twenty-three of the twenty-nine police districts. The original target date for full implementation of the PPS was December 2006. However this was extended to September 2007. Implementation has been significantly affected by difficulties in the procurement of suitable regional accommodation. Two new regional offices, in Lisburn and Ballymena, are now operational (March 2006 and January 2007 respectively). An office in Omagh is under development and will be completed in the summer of 2007. As yet, accommodation has not been identified in either Londonderry or Newry and efforts to find suitable premises are ongoing. Contingency plans have been developed and it is anticipated that these alternative arrangements will be in place by September 2007.

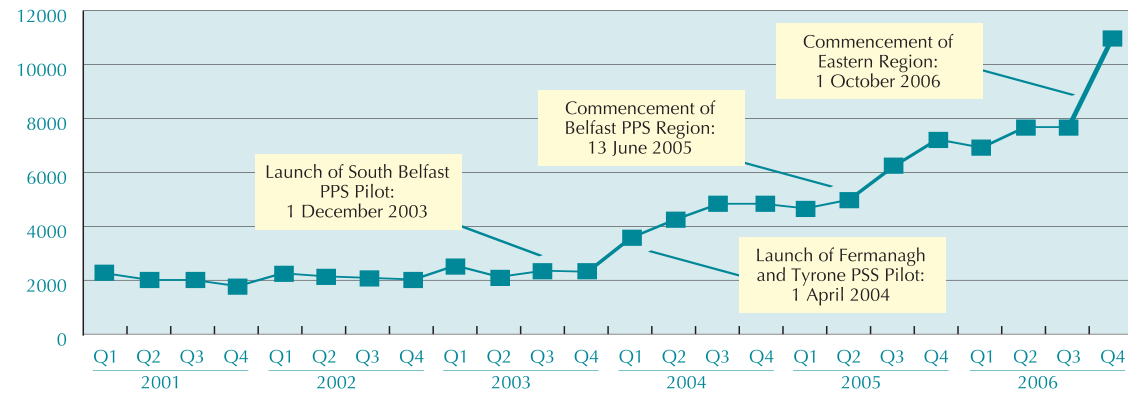
13.10 An additional Belfast office, Linum Chambers, was opened in September 2006 and accommodates a number of central legal functions and support services, including finance and human resources.

Service Delivery

13.11 The improvement of service delivery is a further priority for the PPS, ensuring that all decisions are reached in a timely, effective and efficient manner and in accordance with the Test for Prosecution.¹⁰

13.12 Although the PPS is still in its implementation phase, there has been a significant increase in the number of files submitted to the Service. The total of almost 33,000 for the 2006 calendar year¹¹ compares with less than 9,000 (for the then DPP) in 2003 (see

Chart 13.1: Files Received by Quarter 2001 to 2006



10 Prosecutions are initiated or continued by the PPS only where it is satisfied that the Test for Prosecution is met. The Test is met if:
 (i) The evidence which can be adduced in court is sufficient to provide a reasonable prospect of conviction – the Evidential Test; and
 (ii) Prosecution is required in the public interest – the Public Interest Test.
 11 Provisional data for 2006.

Chart 13.1). On full roll-out it is anticipated that the Service will consider almost 60,000 files each year.

13.13 Whilst the nature and extent of the change process underway within the Service has made the task of effecting improvements in timeliness very challenging, provisional figures for 2006 show improvement over the previous year. During 2006 summary prosecution decisions were issued in an average of 37 days, a decrease of 15 days on 2005. Indictable prosecution decisions were issued in an average of 105 days, a decrease of 9 days. These improvements in performance have been the result of a range of initiatives including:-

- The establishment of the Output and Quality Improvement Project which has been tasked by the PPS Management Board with examining ways in which the Service can improve the timeliness of decision-making whilst maintaining quality. The work programme of the project team has included the development of administrative targets and the improvement of internal instructions and guidance
- The roll-out of further enhancements to the PPS case management system which has included the automation of key administrative processes such as the production of case files and decision documentation
- A review of the PPS staffing model, the aim of which was to ensure that legal and administrative posts were allocated correctly across the Service
- Enhanced protocols with the Police Service.

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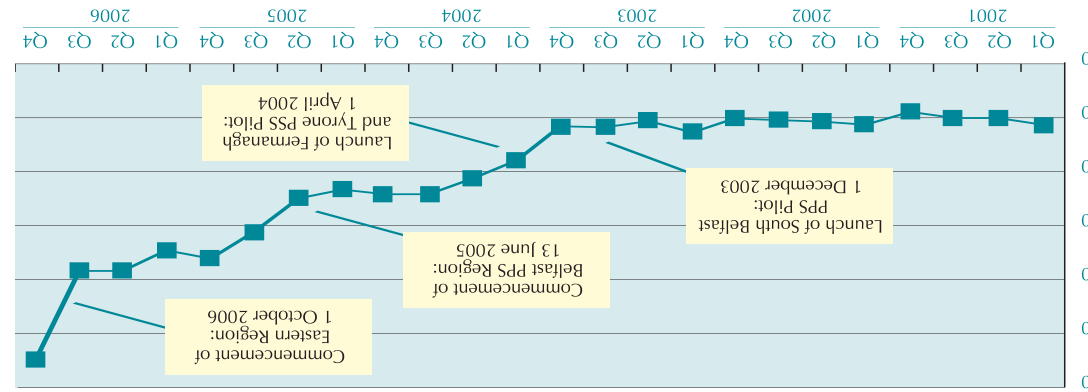


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Community Liaison

13.23 New guidance for prosecutors on the use of diversions (including restorative cautioning, informed warnings and youth conferencing) will be released in mid-2007. A new policy for prosecuting cases involving Hate Crime will be published for consultation in the summer of 2007.

Policy Initiatives

13.22 The roll-out of the Service will be completed in September 2007 when the Service assumes responsibility for PSNI cases in the Londonderry and Newry areas. It is anticipated that agreements for the provision of the remaining accommodation will be in place by March 2008.

Looking Forward

PPS Implementation

13.21 Compliance with duties of disclosure is a key element in providing a prosecution service that is fair and effective. The Service, in conjunction with the PSNI and others, has developed a new manual for disclosure, which sets out in detail the principles to be followed by prosecutors in discharging the continuing duties to disclose unused evidence to the defence.

13.20 In March 2007 the Service published a new Victims and Witnesses Policy. The purpose of the policy statement is to provide an outline of the range and standard of services to be expected from the PPS and how these services will be delivered.

Policy Developments

13.19 Following on from the publication of its community outreach strategy in March 2006, a series of outreach events were arranged over the course of the year. Events were held in all four PPS Regions and included meetings with the voluntary sector, community groups and political representatives.

Community Outreach

A review of the way in which indictable cases are processed. Many of the changes required to support these new indictable processes are now in place.

13.18 A priority area within the Service's ICT Strategy has been the PPS contribution to the Causeway Project and the adaptation of the case management system in line with Causeway requirements. This next phase of the Causeway data sharing mechanism "DSM1" will broaden the portfolio of information to be shared electronically to areas such as requests for information, advice requests, prosecutorial decisions, summonses and court results. During the past year, design of this phase, and indeed much of the software build, has been completed. As part of DSM1 the Service has carried out

Information and Communications Technology (ICT)

13.17 In May 2006 the PPS published an action plan which outlined the progress made by the Service in responding to the recommendations contained within the evaluations of the Belfast and Fermanagh and Tyrone pilot projects. The document included a detailed outline of the actions still required to address the key findings and recommendations of the two evaluations. A further update will be produced later in 2007.

Evaluation of the Public Prosecution Service Action Plan

13.16 A number of initiatives were introduced during the year, aimed at strengthening governance arrangements within the PPS. These included the introduction of an audit and risk committee (chaired by one of the two non-executive members of the PPS Management Board) and the publication of an annual report, the first for the new Service.

Corporate Governance

13.15 The PPS Ballymena office, Ballymena Chambers, opened in January 2007. The official opening of the new office, which will serve as the headquarters of the PPS Northern Region, took place in March 2007. Invited guests at the event included representatives from the various criminal justice agencies, the judiciary and church and community groups.

Launch of the PPS Ballymena Office

Highlights of the Year

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PPS Stakeholders

13.25 The Service will carry out a consultation with key stakeholders, which will gather their views on a range of significant issues for the PPS as it nears full implementation. This analysis will help inform the ongoing development of the Service and contribute to the framing of the next PPS Corporate Plan for the period 2008 to 2011.

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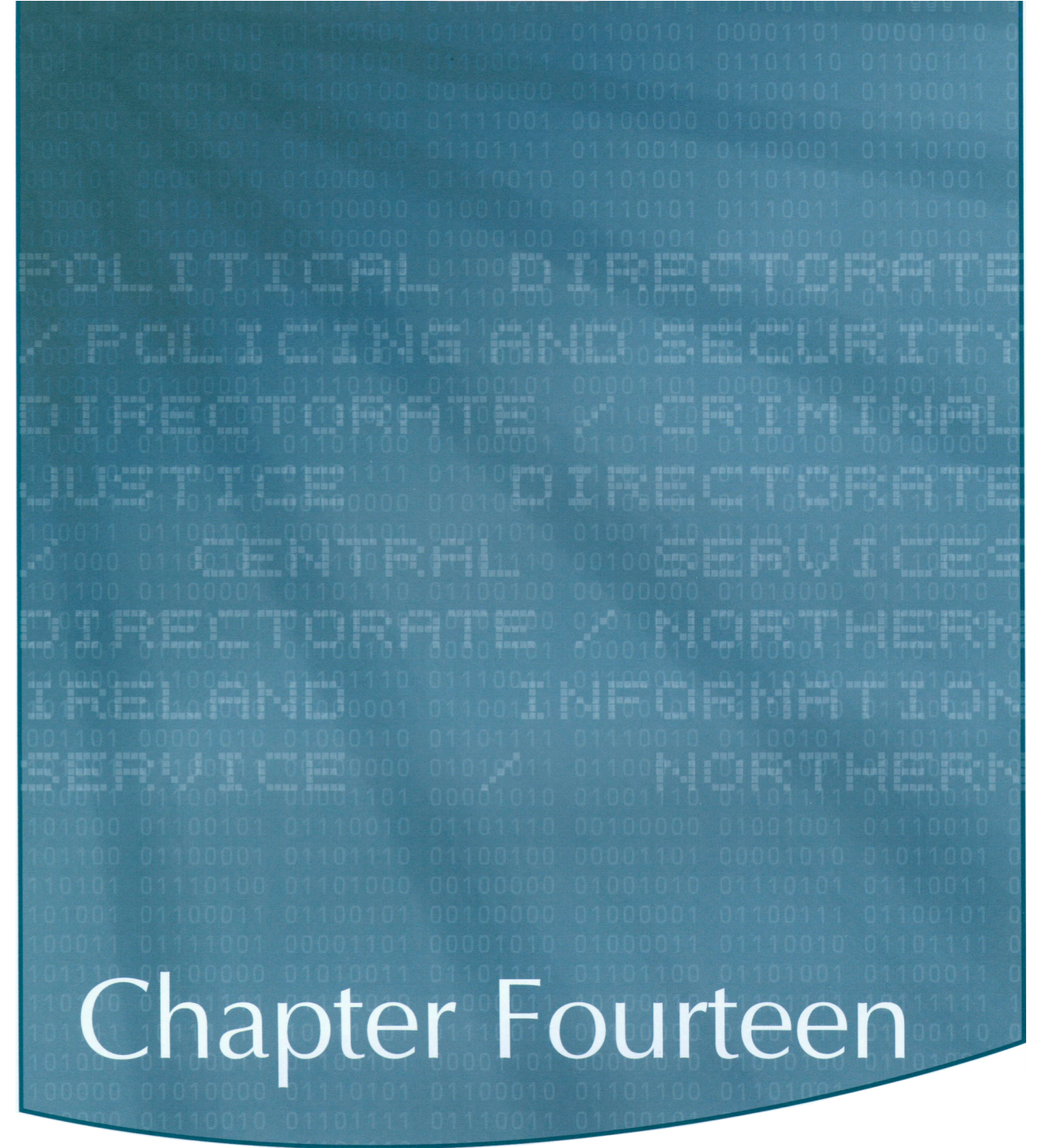
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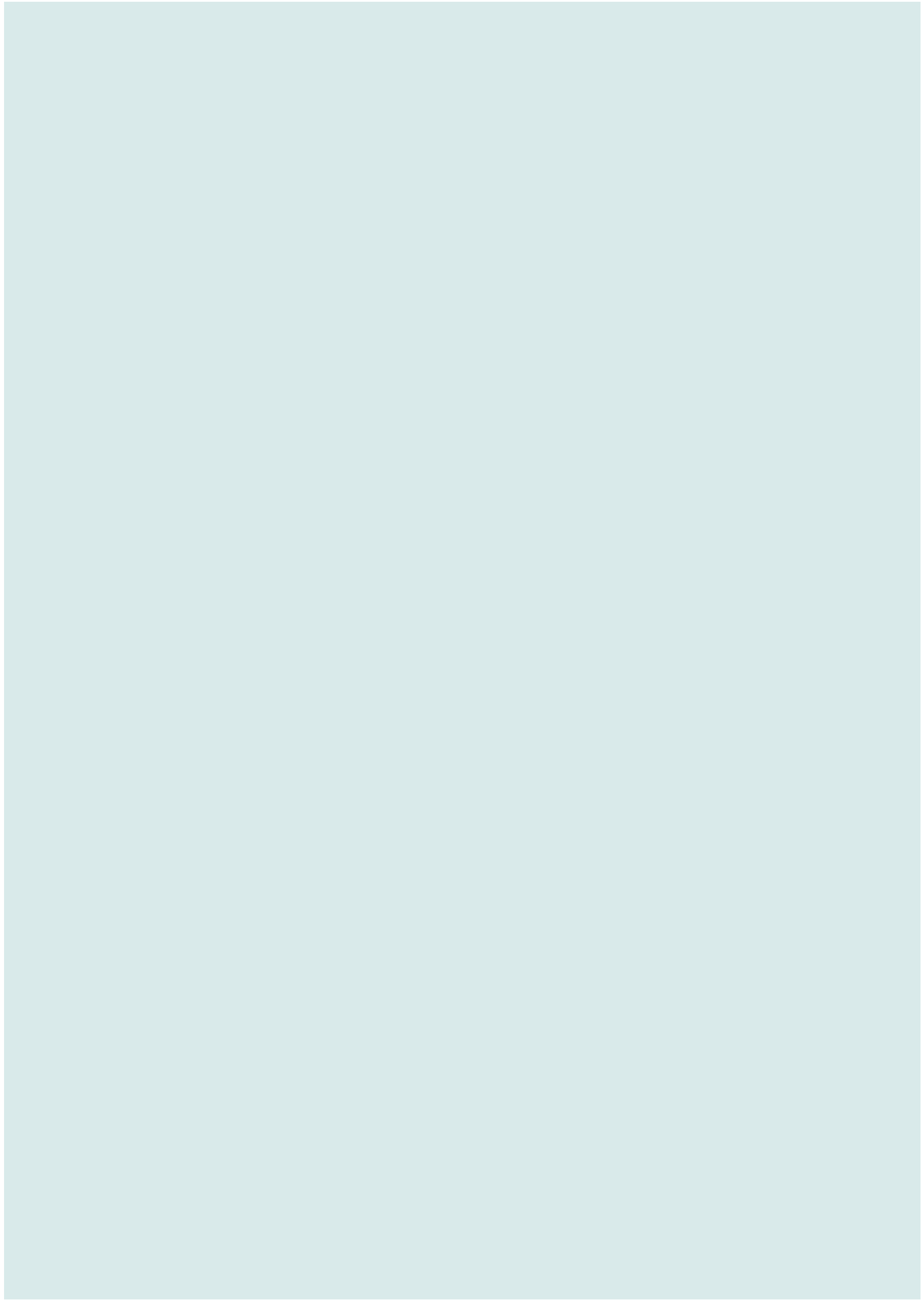
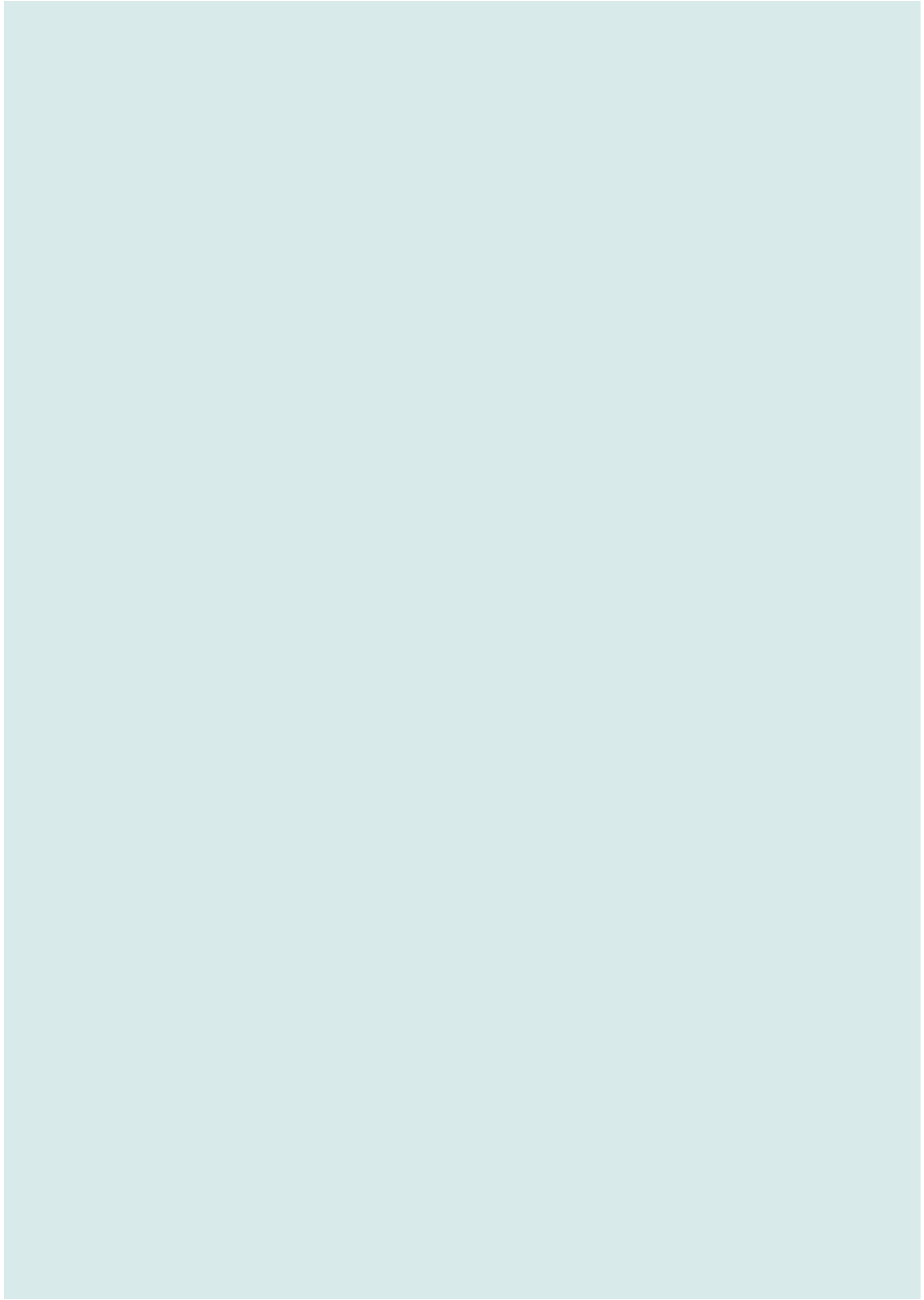
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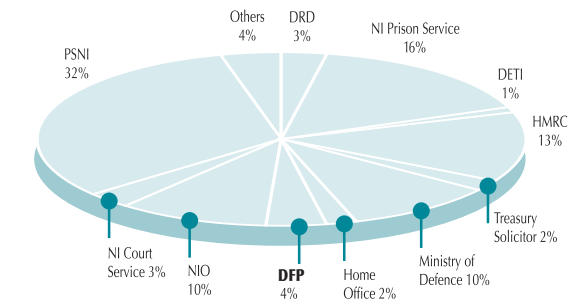
Looking Back over 2006/07

14.5 The continuing requirement that CSO recovers its full running costs from its clients necessitates the CSO to closely monitor and adjust its resources. The nature and volume of the work undertaken by the office is demand led and is thus extremely difficult to predict. Despite this, the CSO, in order to provide value for money and to ensure that its resources are used efficiently and effectively, regularly reviews its present and potential future workload and the use of its resources to ensure these are at a level commensurate with the workload and to provide the standard of service required by clients.

14.6 The CSO is on target to meet its financial objectives for the year: including the recovery of its costs, the recovery of outlay and efficiency savings.

14.7 The chart below shows the work of the office in terms of the percentage invoiced to each client during 2005/06.

Chart 14.1 – Amount Invoiced – Financial Year 2005/06



14.8 A project to update and enhance IT provision over a number of years continued to be taken forward. The second phase, the installation of new case management and financial software, was completed, as was the introduction of Documail software.

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14.10 The CSO is fortunate to retain staff of a very high quality. The CSO has observer status within the Government Legal Service (GLS) and participates in a number of specialist groups within GLS including the Litigation Group and the Employment Law Group and thus has access to experience and advice from the largest public law organisation in the UK.

Role and Task

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

14.2 Work previously undertaken on behalf of Northern Ireland departments was largely transferred to the Departmental Solicitor's Office (Department of Finance and Personnel) in 2000, save for some aspects of debt recovery.

Aim

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

Objectives

14.4 The objectives of the CSO are to:-

- Provide a high quality legal service
- Ensure that clients are satisfied with the legal service provided
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- Recover from clients the outlay expended on their behalf
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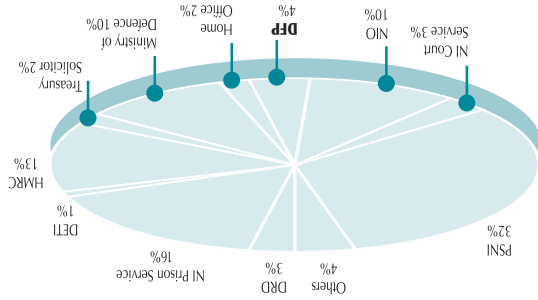
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Highlights of the Year

14.11 The service provided by CSO, advising its clients and representing them in all the courts with civil jurisdiction in Northern Ireland, before tribunals and commissions and representing clients in a number of cases before the House of Lords, continued to be provided to a high standard.

14.12 The consequences of the Human Rights Act and decisions in the European Court of Human Rights continued to have a major impact on the work of the CSO. The volume of writs and civil bills started to increase again but the additional volume of work in areas such as tribunals and inquiries has not abated.

14.13 Work in connection with the Cory Inquiries increased, necessitating the recruitment of additional staff resources for the duration of the inquiries.

14.14 Judicial review remained a popular legal remedy in Northern Ireland and they often provided difficult and challenging work for the office.

14.15 The hearing of the group action which involved allegations concerning post traumatic stress disorder ended and judgement is awaited. The lead case of the group action brought under the European Working Time Directive has been settled and, in light of the decision in this case, each of the 6,000 plus remaining cases will now be considered on their own merits. This process is likely to take up a lot of time including tribunal hearing time.

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

14.17 The Government Legal Service for Northern Ireland, which includes not only Departmental Solicitor's Office and the CSO but also embraces a number of other legal offices, has now been established.

14.18 A service level agreement is being negotiated with the Northern Ireland Prison Service, the last of the CSO's major clients to have a separate SLA.

Looking Forward

14.19 In the coming year the Government Legal Service for Northern Ireland (GLSNI) will become fully operational and the CSO looks forward to developing its

relationships with the Head of the GLSNI and the other members of the GLSNI.

14.20 In the next stage of the CSO IT project, a revised time recording/time billing system will be implemented, post room software and scanning equipment will be introduced, and full workflows will be designed and implemented for debt and insolvency work and other litigation work.

14.21 The public hearings of the Cory Inquiries relating to the deaths of Robert Hamill, Billy Wright and Rosemary Nelson are scheduled to take place and the CSO will be providing representation at two of the inquiries.

14.22 A review of legal grades will be taken forward by the NIO with a view to it being completed during the current financial year.

14.23 The services of the CSO continue to be in constant demand and it will continue to strive to improve the quality of its service, its accessibility to clients and to look for new and more efficient ways of delivering existing legal services to clients and consider any new services it could provide. One of the main challenges for 2007 will be developing the new senior CSO management team to deal with the challenges posed by the increasing workload, by devolution and by the introduction of the GLSNI.

Additional/General Information

Administration

14.24 The CSO comprises the Crown Solicitor, 20 full-time solicitors, 6 part-time solicitors, 43 full-time administrative staff and 7 part-time administrative staff. The CSO initially achieved Investor in People accreditation in 1999 and was re-accredited in 2002 and 2004 and will be seeking re-accreditation early in the 2007/08 year.

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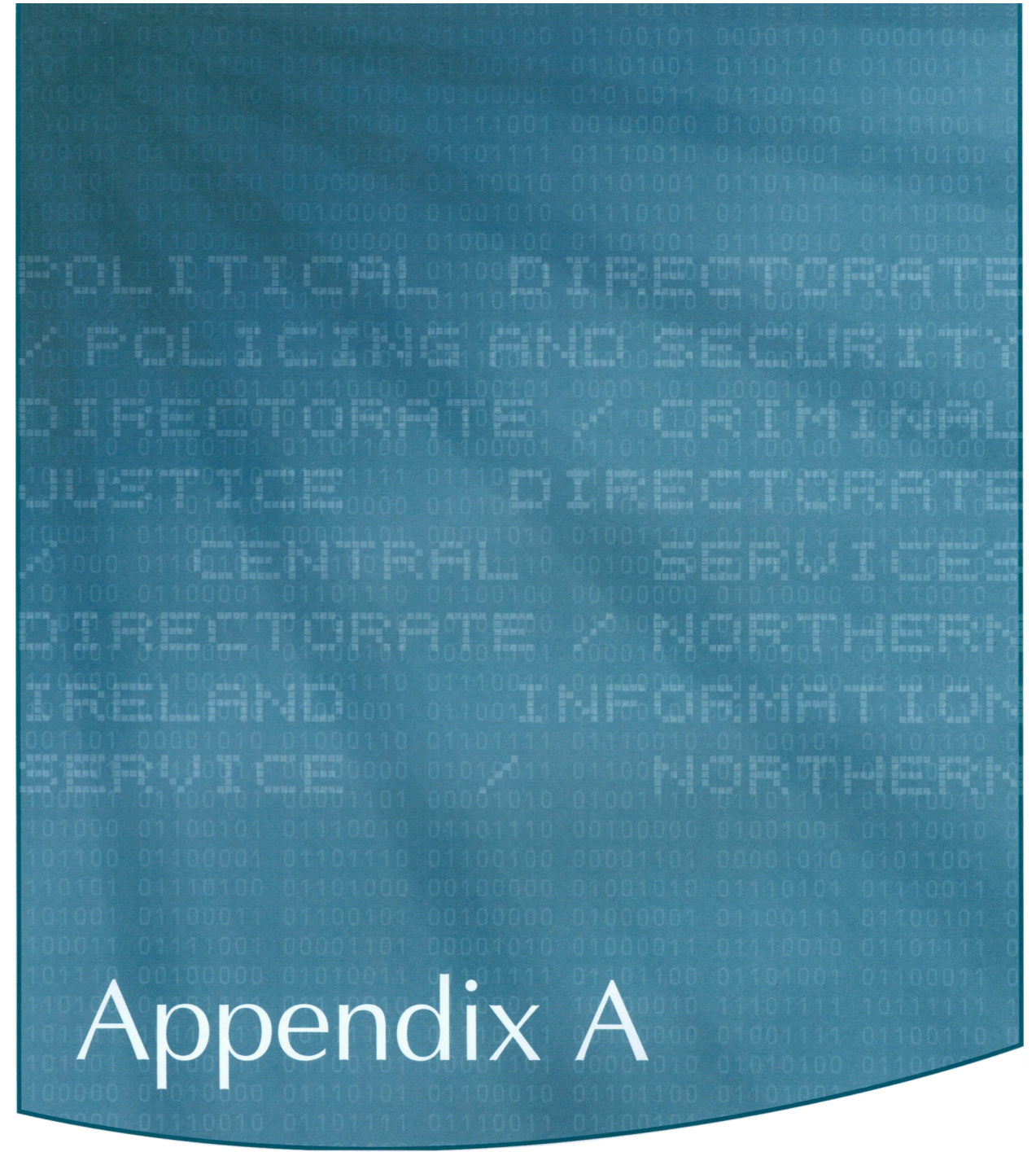
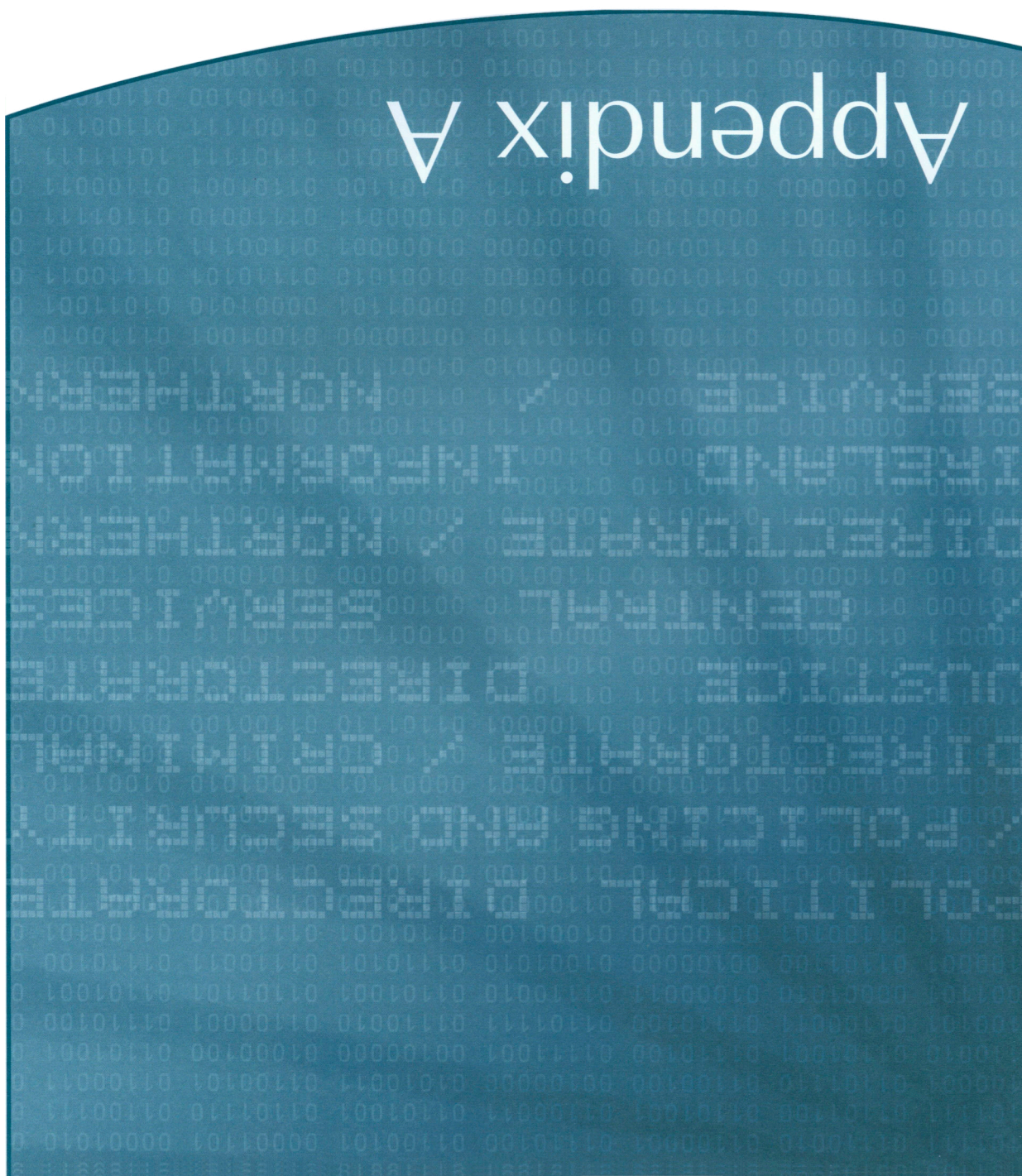
14.14 Judicial review remained a popular legal remedy in Northern Ireland and they often provided difficult and challenging work for the office.

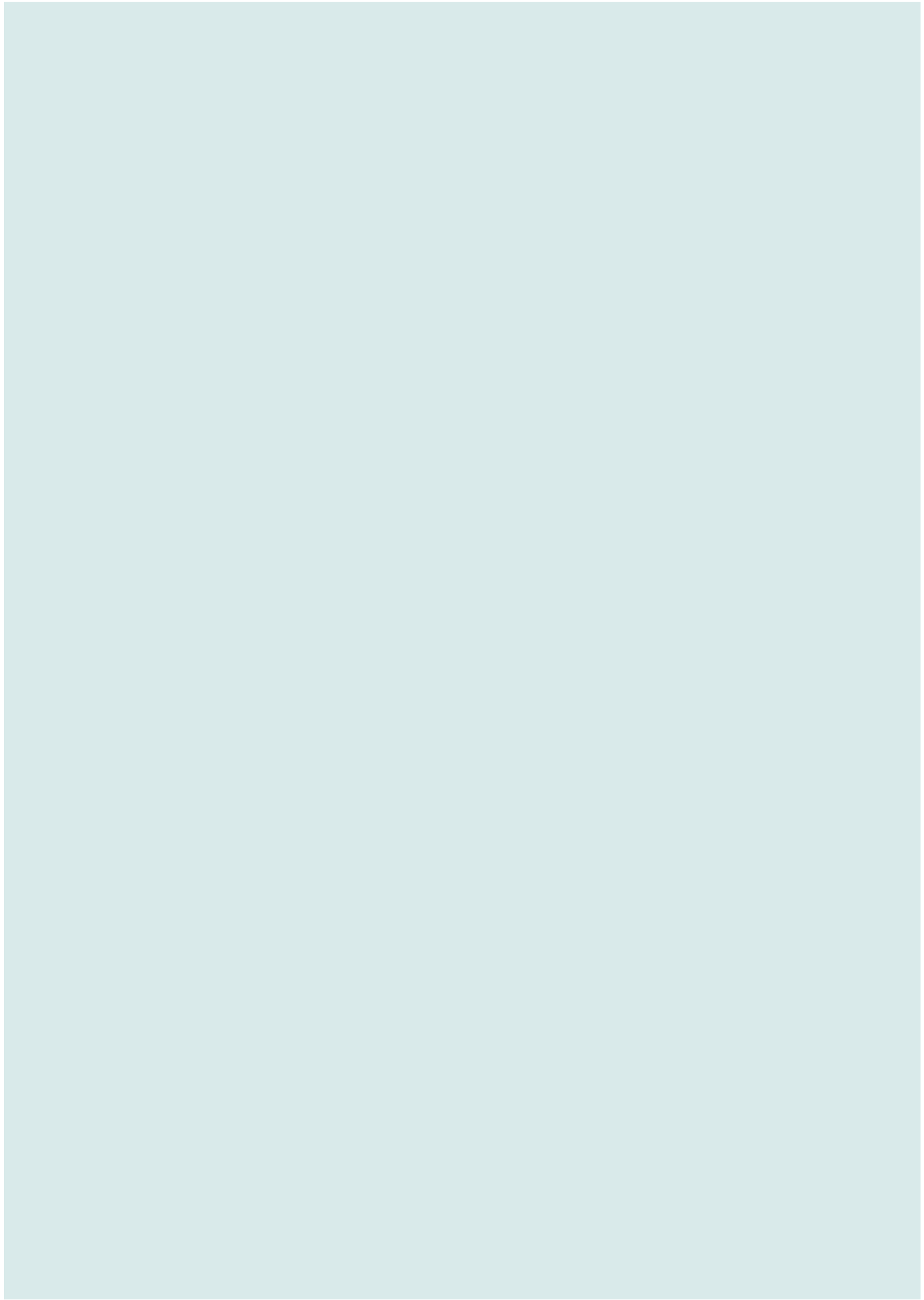
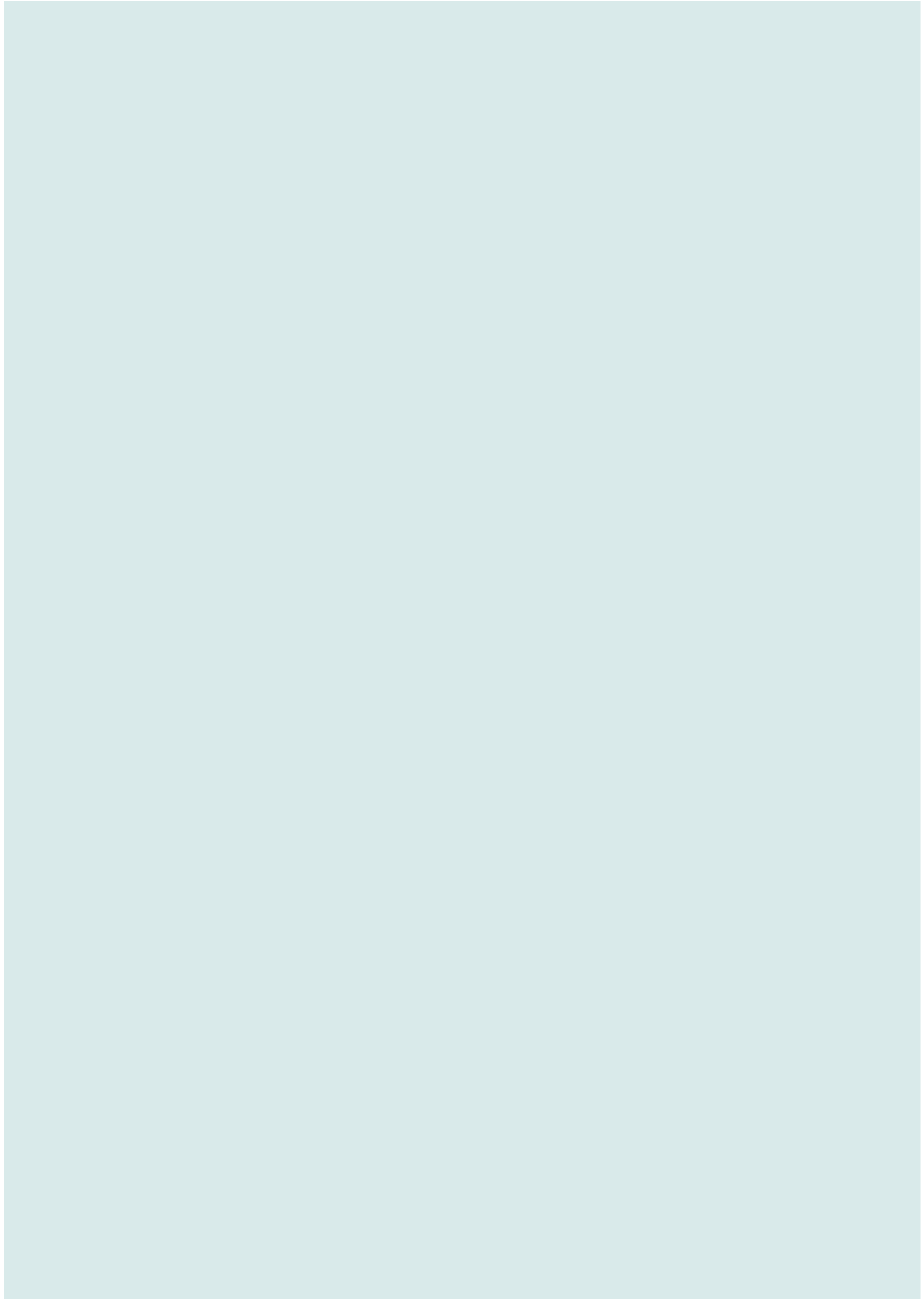
14.13 Work in connection with the Cory Inquiries increased, necessitating the recruitment of additional staff resources for the duration of the inquiries.

14.12 The consequences of the Human Rights Act and decisions in the European Court of Human Rights continued to have a major impact on the work of the CSO. The volume of writs and civil bills started to increase again but the additional volume of work in areas such as tribunals and inquiries has not abated.

14.11 The service provided by CSO, advising its clients and representing them in all the courts with civil jurisdiction in Northern Ireland, before tribunals and commissions and representing clients in a number of cases before the House of Lords, continued to be provided to a high standard.

Highlights of the Year





SR2004 Public Service Agreement

Aim

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

Objective 1

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

Objective 2

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

Target 1

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

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

Objective 3

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

Target 2

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

Objective 4

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

Objective 5

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

Target 3 (part 1)

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

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

Objective 6

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

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Target 3 (part 2)

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

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

Objective 7

To ensure a cost effective prison service.

Target 4

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

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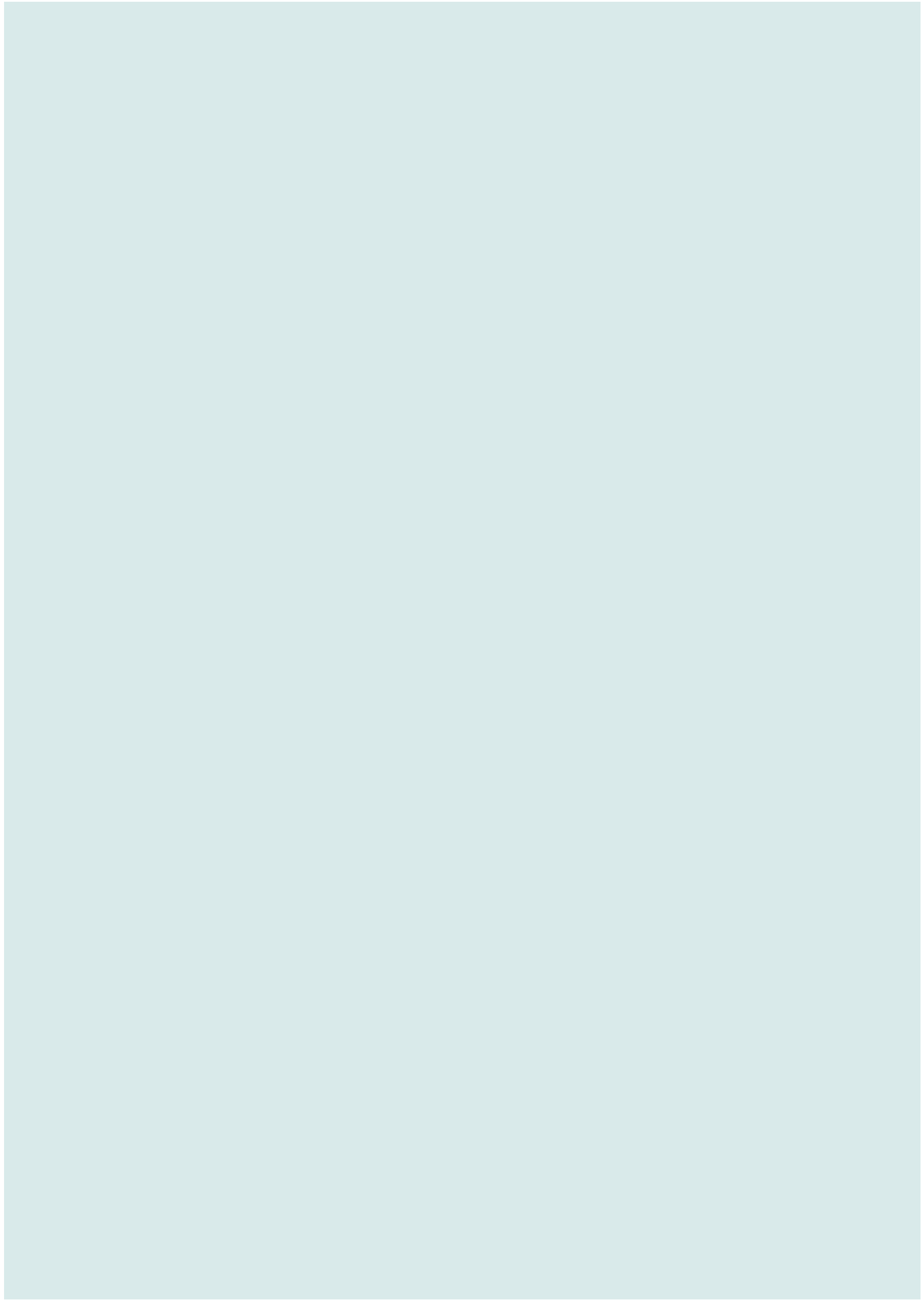
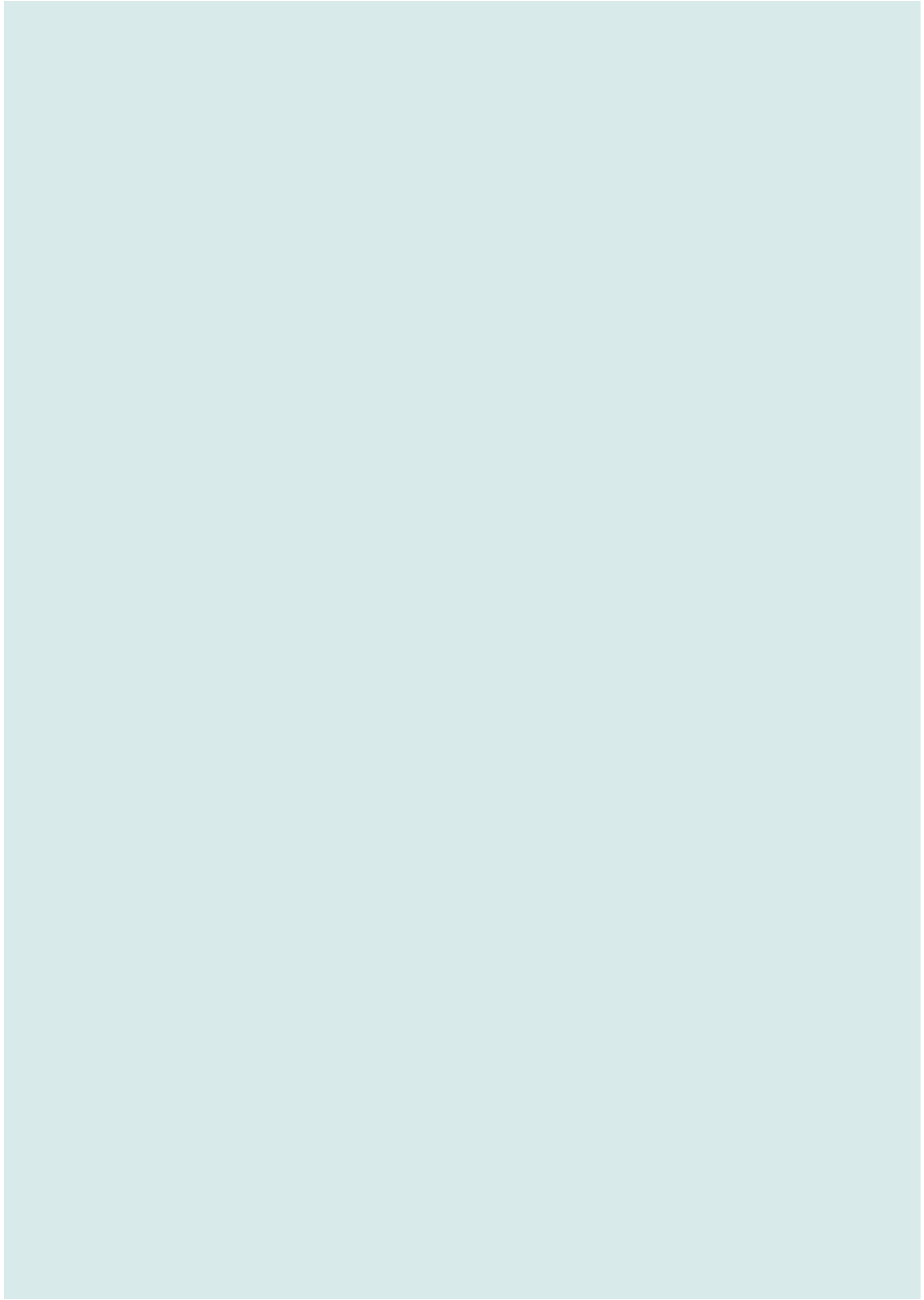
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Appendix B

Appendix B



SR2004 Technical Notes

- The purpose of these Technical Notes is to explain how the performance targets set out in the NIO's Public Service Agreement (PSA) will be measured. They include sources of data to be used, how frequently data will be collected, validation of data used, baselines for measuring progress and explanations of specific terms used in the PSA targets set out in Chapter 4-14 and Appendix C. They also provide explanations of the terms used to describe the targets.
- The Northern Ireland Office, working in conjunction with other agencies, will:-
 - Reduce domestic burglary by 2% by April 2005 and by 15% by April 2007
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 - By April 2008, reduce the rate of reconviction by 5% compared to the predicted rate.
- Ensure that the annual cost per prisoner place in Northern Ireland falls to £82,500 by 2007/08 with interim targets of £86,290 by 2005/06 and £85,250 for 2006/07.

PSA Targets

- Increase confidence in the police throughout all parts of the community in Northern Ireland by 3% by April 2008, to be measured by a composite suite of measures on public views on the fairness and effectiveness of the police and policing arrangements. In addition increase the Catholic representation in the police service to 30% by December 2010 as proposed by Patten with an interim target of 18.5% by March 2006

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- Increase confidence in the criminal justice system throughout all parts of the community in Northern Ireland by 3% by April 2008, to be measured by a composite suite of measures on public views on the fairness and effectiveness of the criminal justice system
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- Ensure that the annual cost per prisoner place in Northern Ireland falls to £82,500 by 2007/08 with interim targets of £86,290 by 2005/06 and £85,250 for 2006/07.

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

* The Northern Ireland Omnibus Survey draws on a representative sample of persons aged 16 and over throughout Northern Ireland. It is conducted and validated by the Northern Ireland Statistics and Research Agency (NISRA) and is designed to provide a snapshot of people's behaviour, lifestyle and views. The data are published to the nearest 1%.

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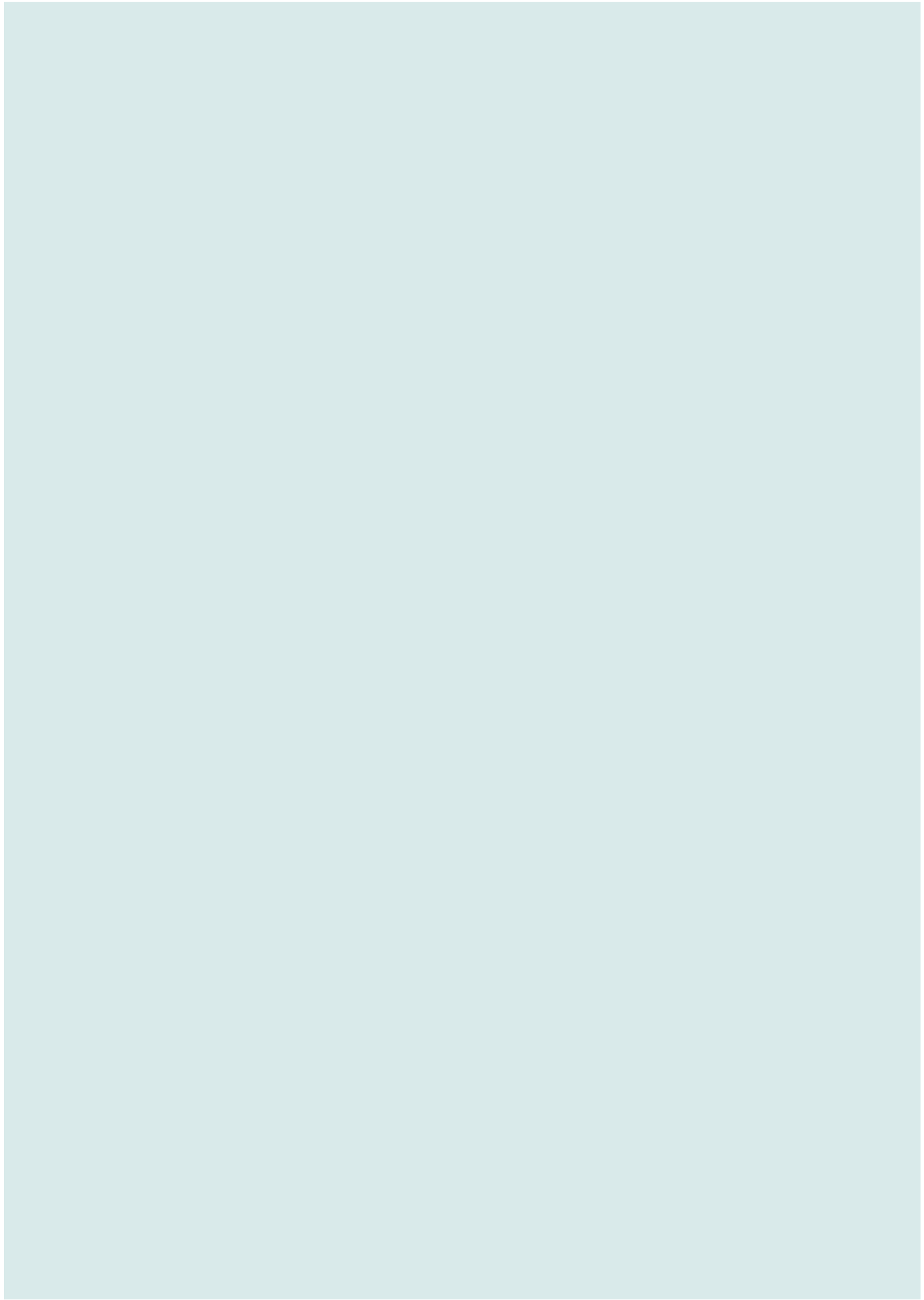
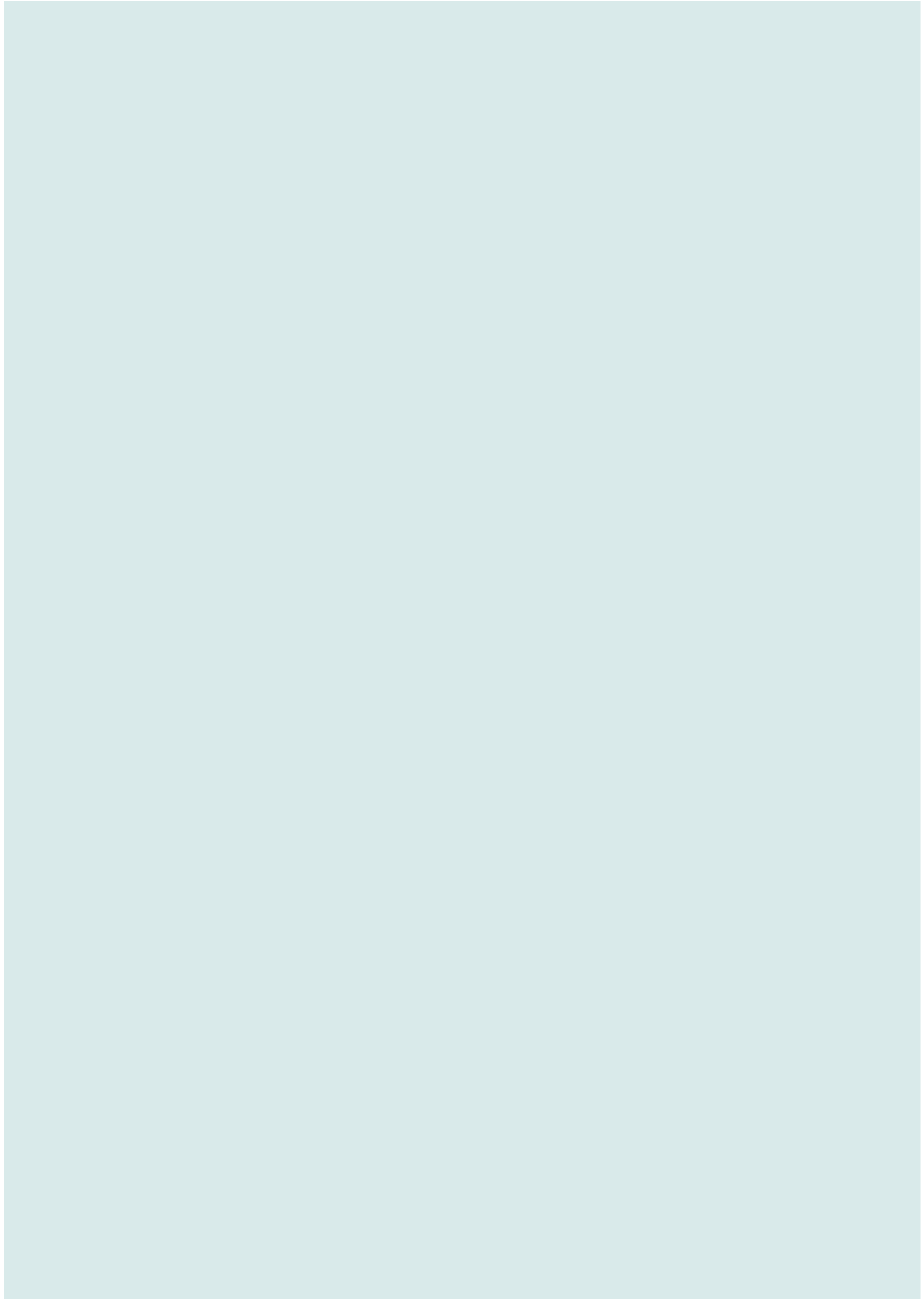
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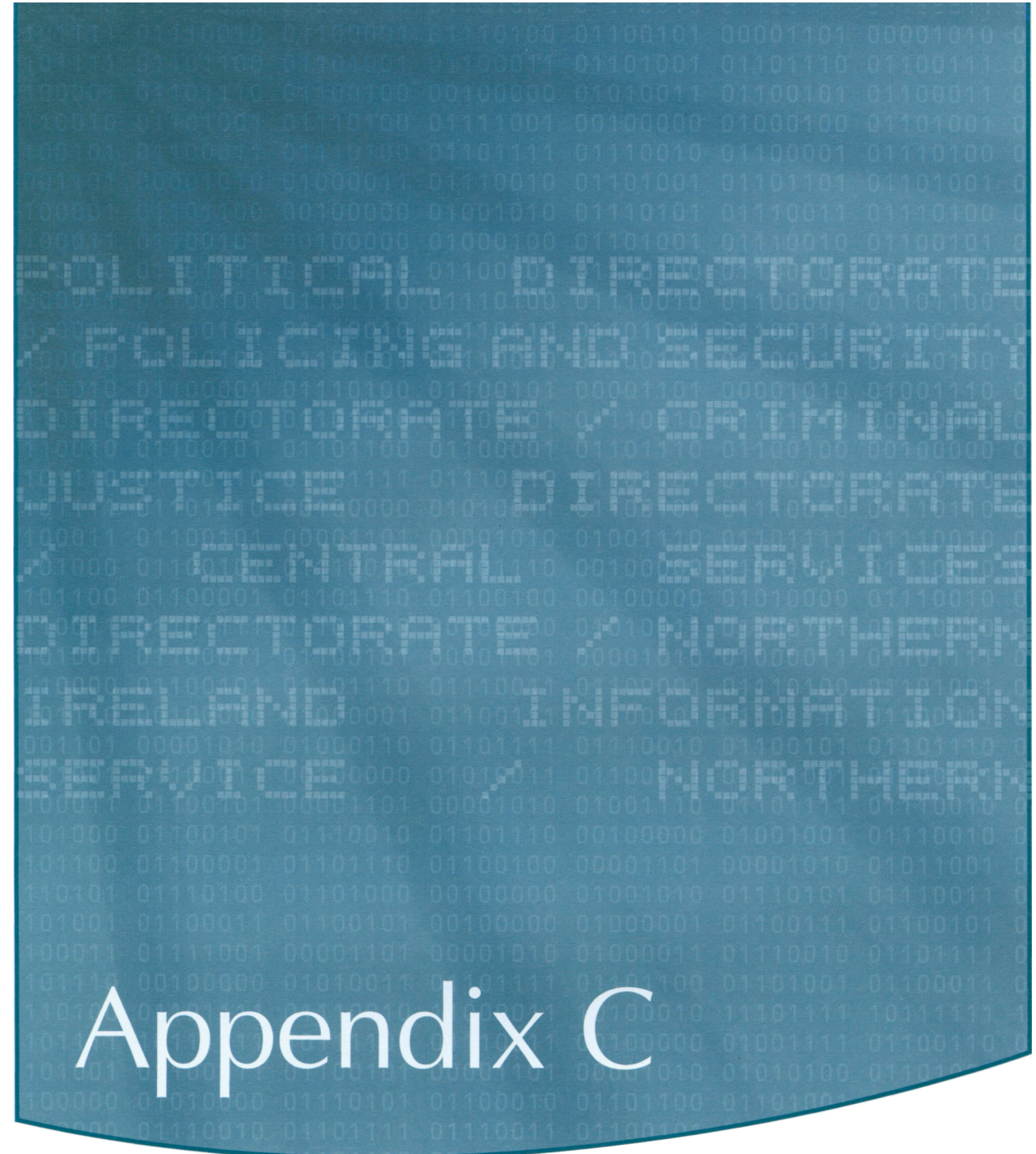
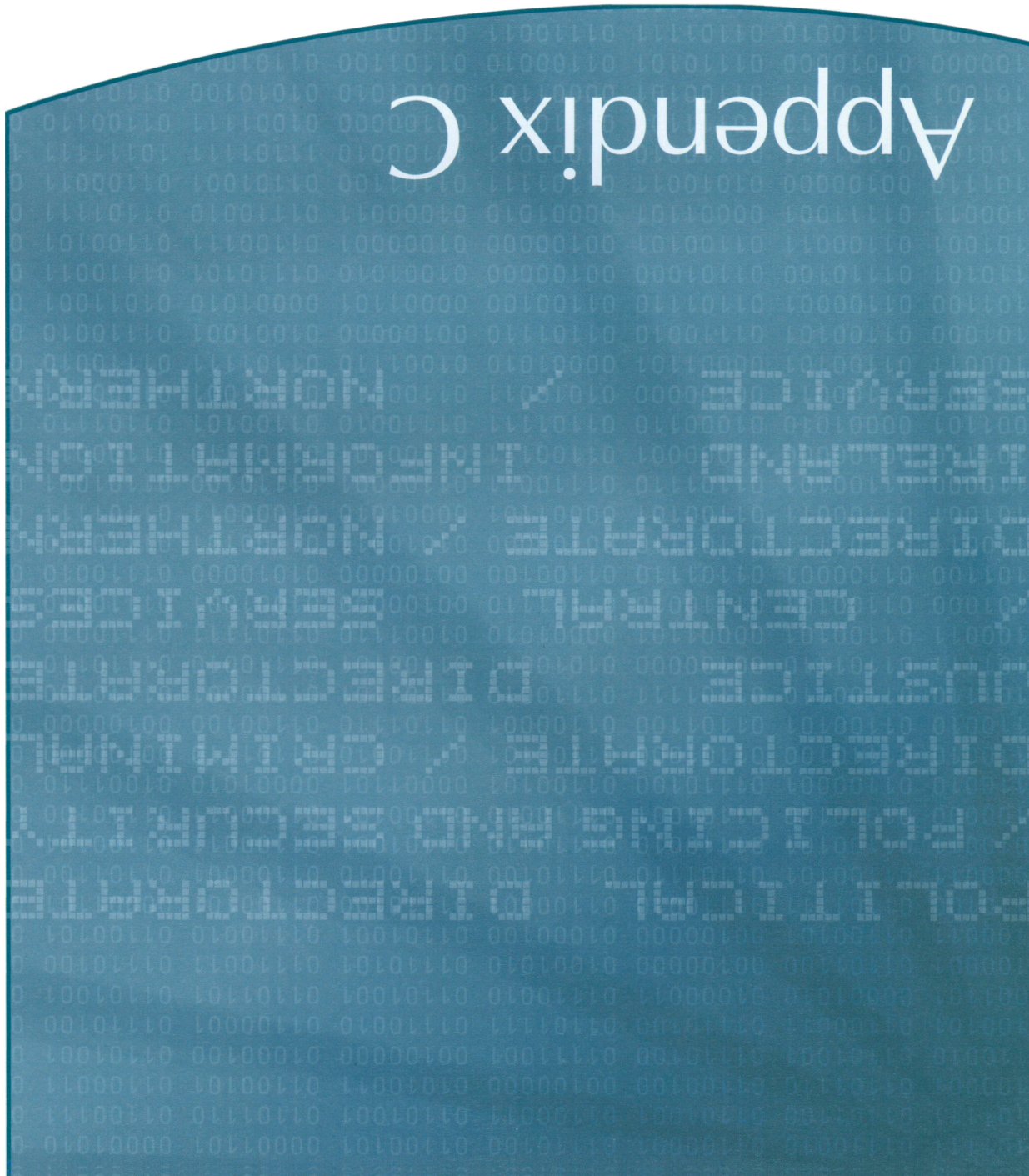
PSA Target	Technical Notes
<p>Target 1 continued.</p> <p>In addition:-</p> <p>Increase the Catholic representation in the police service to 30% by December 2010 as proposed by Patten with an interim target of 18.5% by March 2006.</p>	<ul style="list-style-type: none"> The PSA target arises from those recommendations contained within the Report of the Independent Commission on Policing published in September 1999, which were concerned with the religious imbalance within the police service. At the time of the report, Catholic representation among regular officers was 8.3%; Targets on Catholic representation in the police relate to regular police officers only; The term "police service" relates to regular officers within the Police Service of Northern Ireland; The religious affiliation of new recruits will be determined from their own declarations based on guidance issued by the Equality Commission; The Oversight Commissioner will monitor, validate and report progress towards implementing these targets as part of his wider responsibility to monitor and report on the implementation of all of the accepted recommendations of the Independent Commission on Policing; Data used in the indicators originates from the Police Service of Northern Ireland (PSNI), who calculate the number of officers determined to be Community Background 2 (Catholic) as a percentage of the total number of PSNI regular officers. The NIO seeks regular updates of the data to monitor performance against the PSA targets. Community background statistics are published in the annual report of the Northern Ireland Policing Board. The source of this data is the notification by existing officers of their primary school attendance. Data relating to new recruits originate from declarations of religious background by individual officers; and The interim target for Catholic representation in the police service by March 2006 is 18.5%.
<p>Target 2</p> <p>Increase confidence in the criminal justice system throughout all parts of the community in Northern Ireland by 3% by April 2008, to be measured by a composite suite of measures on public views on the fairness and effectiveness of the criminal justice system.</p>	<p>The level of the whole community's confidence in the criminal justice system will be measured annually via an independent and representative public survey, the Northern Ireland Crime Survey (NICS).</p> <p>The NICS will be conducted annually from 2005 by the Northern Ireland Statistics and Research Agency. It draws on a representative sample of persons aged 16 and over throughout Northern Ireland. Although the NICS is all encompassing, the Department will only report on those demographic sub-groups for which statistically robust data can be produced, e.g. religion, age and sex. All questions are properly piloted and tested. In addition to measuring confidence issues, it results in two National Statistics outputs, in the form of bulletins on crime victimisation and fear of crime. The bulletins incorporate descriptive commentary, tabular and graphical results, and technical notes relating to levels of statistical accuracy. They are available on the NIO website. Crime victimisation data are normally published to the nearest 0.1%, whereas those for fear of crime and confidence are published to the nearest 1%.</p> <p>Results from six NICS 2003/04 indicators, each of which measures a different aspect of confidence in criminal justice, have been used to produce a composite baseline figure of 39%. This consists of the unweighted average rating for confidence in the criminal justice system in terms of:-</p> <ul style="list-style-type: none"> respecting the rights of the accused; bringing people who commit crimes to justice; dealing with cases promptly and effectively; meeting the needs of victims; reducing crime; and dealing with young people. <p>The aim is to increase the composite confidence figure to 42% by April 2008, the achievement of which will be determined using data from NICS fieldwork for the 12 months ending 31 March 2008. Comparable results for the six indicators are published by the Home Office in respect of England and Wales. In common with the Home Office approach, the figures for all the PSA target 2 indicators exclude 'don't knows' and 'refusals'.</p> <p>In addition confidence will be supported by measuring the proportion of crimes which are brought to justice, and this will be reported annually in the Departmental Report.</p>
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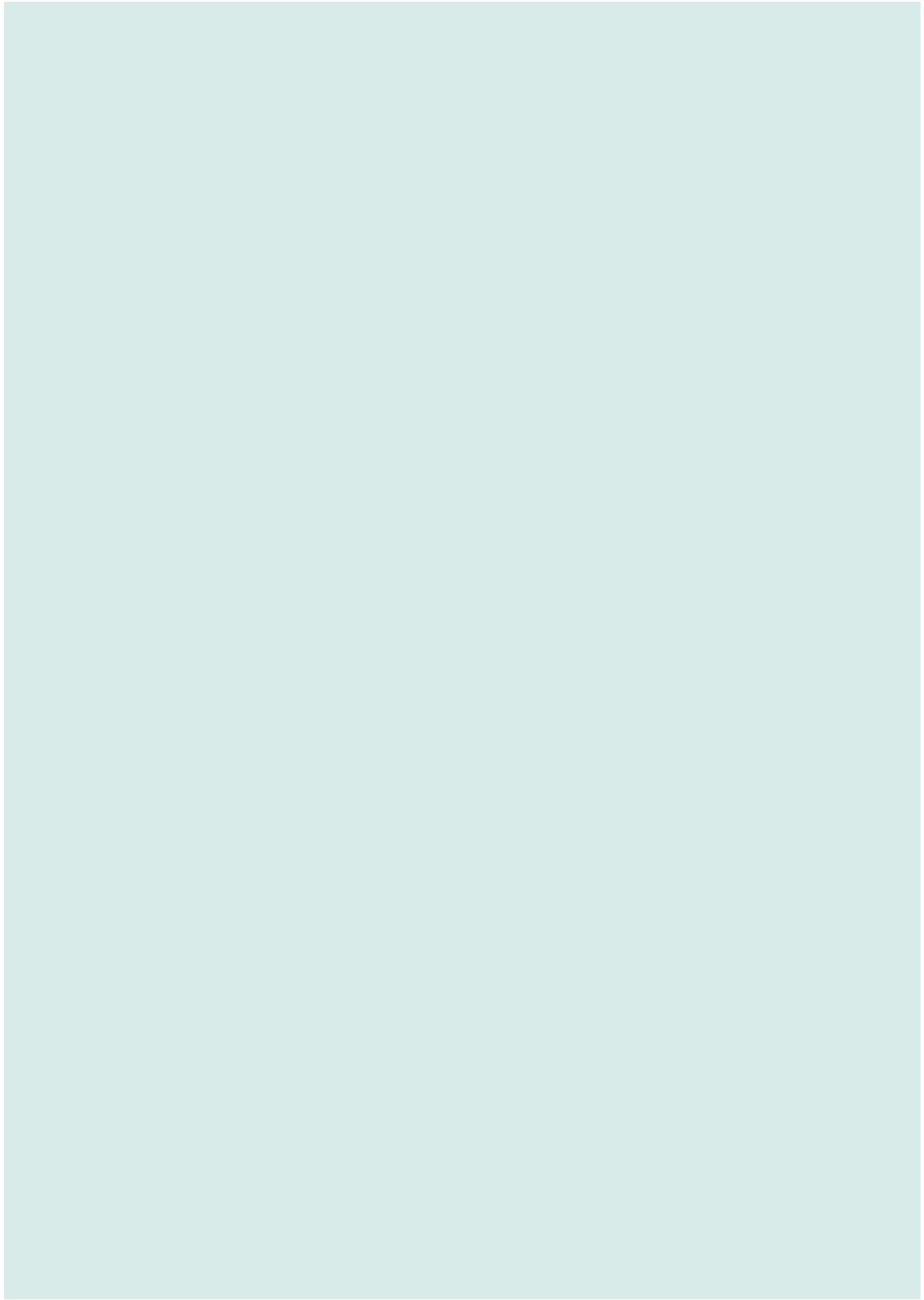
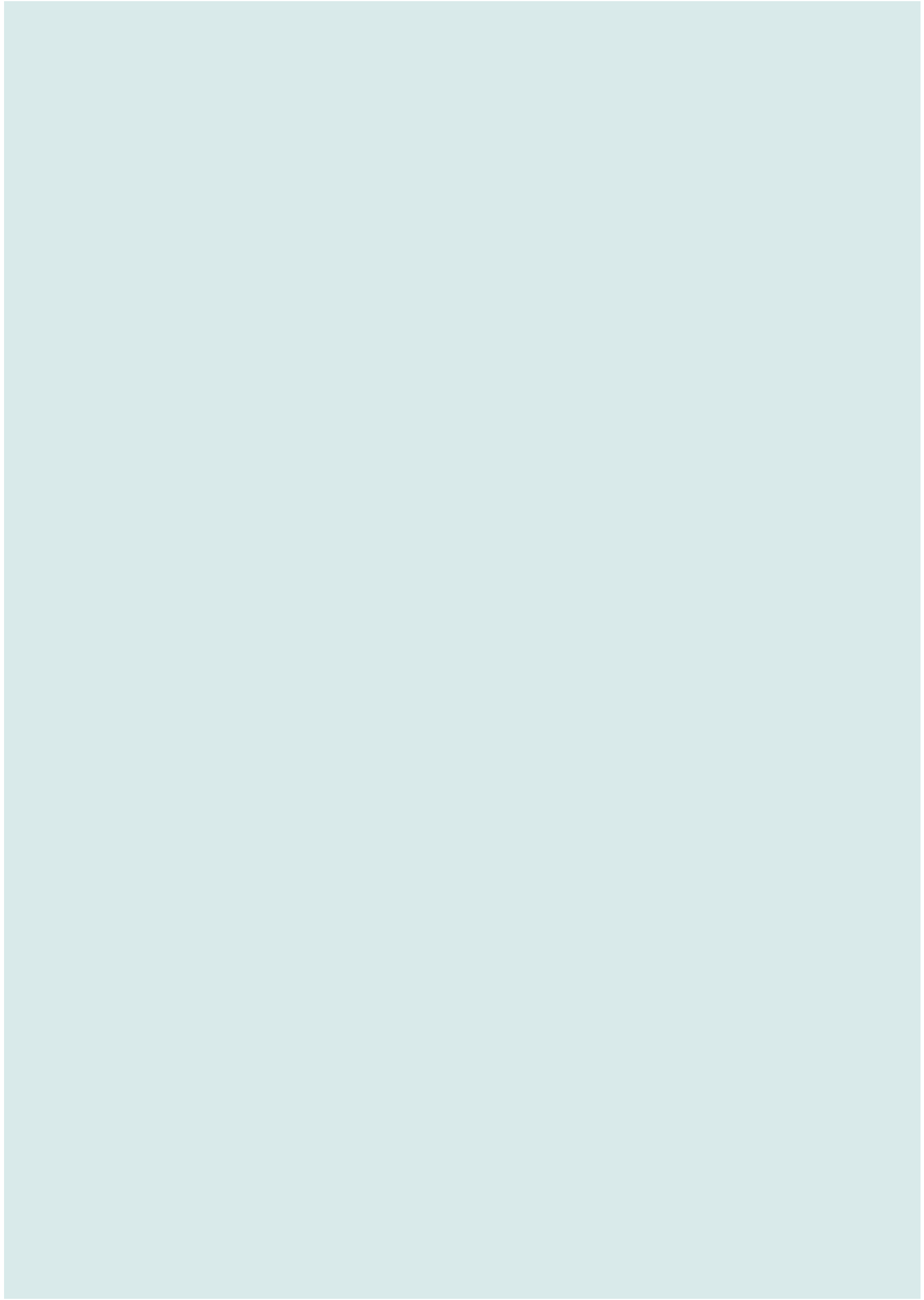
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PSA Target	Technical Notes
<p>Target 3 continued.</p> <ul style="list-style-type: none"> by April 2008, reduce the rate of reconviction by 5% compared to the predicted rate. 	<p>The system for measuring reconviction rates has been developed by Northern Ireland Statistics and Research Agency statisticians outposted to NIO. A Reconviction Rate is defined as the percentage of offenders who were reconvicted, for any offence, within two years from the date of their non-custodial disposal or discharge from custody into the community. A database has been generated which provides baseline information on reconviction rates for the periods 1998, 1999 and 2000. A predictor model has been developed based on this information and the best practice evidence based approach originally developed by the Home Office but being refined to be Northern Ireland specific. This model will be available in the autumn of 2004 and will allow the generation of a predicted reconviction rate taking into account all those factors that affect the likelihood of reconviction for all offenders. Data for offenders released from custody or given a non-custodial sentence in 2005 will be used to calculate a predicted reconviction rate for that cohort. The observed two-year reconviction rate for this 2005 cohort should be available by April 2008. The predicted and observed rates will be used to measure the performance of this target.</p>
<p>Target 4</p> <p>Ensure that the annual cost per prisoner place in Northern Ireland falls to £82,500 by 2007/08 with interim targets of £86,290 for 2005/06 and £85,250 for 2006/07.</p>	<p>The cost per prisoner place (CPPP) target is calculated by dividing the operating costs, measured in resource terms, by the average total available number of prisoner places (not the average number of prisoners) defined as Certified Normal Accommodation. This achieves consistency with the method of calculation used in Great Britain [as defined in HM Prison Service Order No: 1900].</p> <p>To maintain comparability with Great Britain, specific items of expenditure unique to the Northern Ireland Prison Service may be excluded from the cost per prisoner place calculation. These items will be agreed with HM Treasury.</p> <p>The method of determining Certified Normal Accommodation will also be based on the methodology used in Great Britain. Annual cost per prisoner place targets will be published in the Northern Ireland Prison Service Corporate and Business Plan and on the NIO web site.</p>

PSA Target	Technical Notes
<p>Target 3 continued.</p> <ul style="list-style-type: none"> by April 2008, reduce the rate of reconviction by 5% compared to the predicted rate. 	<p>The system for measuring reconviction rates has been developed by Northern Ireland Statistics and Research Agency statisticians outposted to NIO. A Reconviction Rate is defined as the percentage of offenders who were reconvicted, for any offence, within two years from the date of their non-custodial disposal or discharge from custody into the community. A database has been generated which provides baseline information on reconviction rates for the periods 1998, 1999 and 2000. A predictor model has been developed based on this information and the best practice evidence based approach originally developed by the Home Office but being refined to be Northern Ireland specific. This model will be available in the autumn of 2004 and will allow the generation of a predicted reconviction rate taking into account all those factors that affect the likelihood of reconviction for all offenders. Data for offenders released from custody or given a non-custodial sentence in 2005 will be used to calculate a predicted reconviction rate for that cohort. The observed two-year reconviction rate for this 2005 cohort should be available by April 2008. The predicted and observed rates will be used to measure the performance of this target.</p>
<p>Target 4</p> <p>Ensure that the annual cost per prisoner place in Northern Ireland falls to £82,500 by 2007/08 with interim targets of £86,290 for 2005/06 and £85,250 for 2006/07.</p>	<p>The cost per prisoner place (CPPP) target is calculated by dividing the operating costs, measured in resource terms, by the average total available number of prisoner places (not the average number of prisoners) defined as Certified Normal Accommodation. This achieves consistency with the method of calculation used in Great Britain [as defined in HM Prison Service Order No: 1900].</p> <p>To maintain comparability with Great Britain, specific items of expenditure unique to the Northern Ireland Prison Service may be excluded from the cost per prisoner place calculation. These items will be agreed with HM Treasury.</p> <p>The method of determining Certified Normal Accommodation will also be based on the methodology used in Great Britain. Annual cost per prisoner place targets will be published in the Northern Ireland Prison Service Corporate and Business Plan and on the NIO web site.</p>







Aim: To secure a lasting peace in Northern Ireland, based on the Good Friday Agreement, in which the rights and identities of all traditions in Northern Ireland are fully respected and safeguarded and in which a safe, stable, just, open and tolerant society can thrive and prosper.		
Objective	PSA Targets in support of objectives	Progress in achieving PSA Targets (as at 31 March 2007)
1. To support the devolved institutions, in Northern Ireland when devolution returns and encourage further political development through positive and constructive relations with the Assembly and Executive and the Irish Government and effective contributions to the British-Irish Council and British-Irish Intergovernmental Conference.	<p>Target 1</p> <p>Increase confidence in the police throughout all parts of the community in Northern Ireland by 3% by April 2008, to be measured by a composite suite of measures on public views on the fairness and effectiveness of the police and policing arrangements.</p> <p>In addition</p> <p>Increase the Catholic representation in the police service to 30% by December 2010 as proposed by Patten with an updated interim target of 21.5% by March 2007.</p>	<p>The Government has continued its efforts to facilitate the restoration of devolved power sharing in Northern Ireland, against the new political landscape resulting from the general election of May 2005 and PIRA's historic statement of July 2005.</p> <p>The Government has brought forward several major pieces of legislation and co-hosted the St Andrews Summit in order to progress the political process.</p> <ul style="list-style-type: none"> The Northern Ireland Act 2006 recalled Assembly members in order that they might engage in a process to prepare for restoration of devolved government; The Northern Ireland (Miscellaneous Provisions) Act 2006 included provisions in relation to electoral reform and the eventual future devolution of policing and justice functions to Northern Ireland; The St Andrews Summit resulted in the St Andrews Agreement which set out a clear path to the restoration of devolution; The Northern Ireland (St Andrews Agreement) Act 2006 gave the legislative framework for the implementation of the Agreement, including the establishment of a Transitional Assembly, provision for an election to be held in March 2007 and the eventual restoration of the devolved institutions on 26 March 2007; and In light of the historic agreement between DUP, Sinn Fein and the other NI parties, to a firm date for restoration, the Government introduced the Northern Ireland (St Andrews Agreement) Act 2007 which gained Royal Assent on 27 March 2007 and provided for a deadline for restoration of 8 May 2007.
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3. To promote and build confidence in a criminal justice system in Northern Ireland that is efficient, effective and responsive through implementing the published plan of agreed changes deriving from the accepted recommendations of the review of the criminal justice system established under the Good Friday Agreement.	<p>Target 2</p> <p>Increase confidence in the criminal justice system throughout all parts of the community in Northern Ireland by 3% by April 2008, to be measured by a composite suite of measures on public views on the fairness and effectiveness of the criminal justice system.</p>	<p>The statistics show that the Department has increased public confidence by 4 percentage points to date, one percentage point above our PSA Target of 42%. The Department will make every effort to maintain this positive increase and if possible to increase it further.</p>

Summary Table for SR2004 PSA

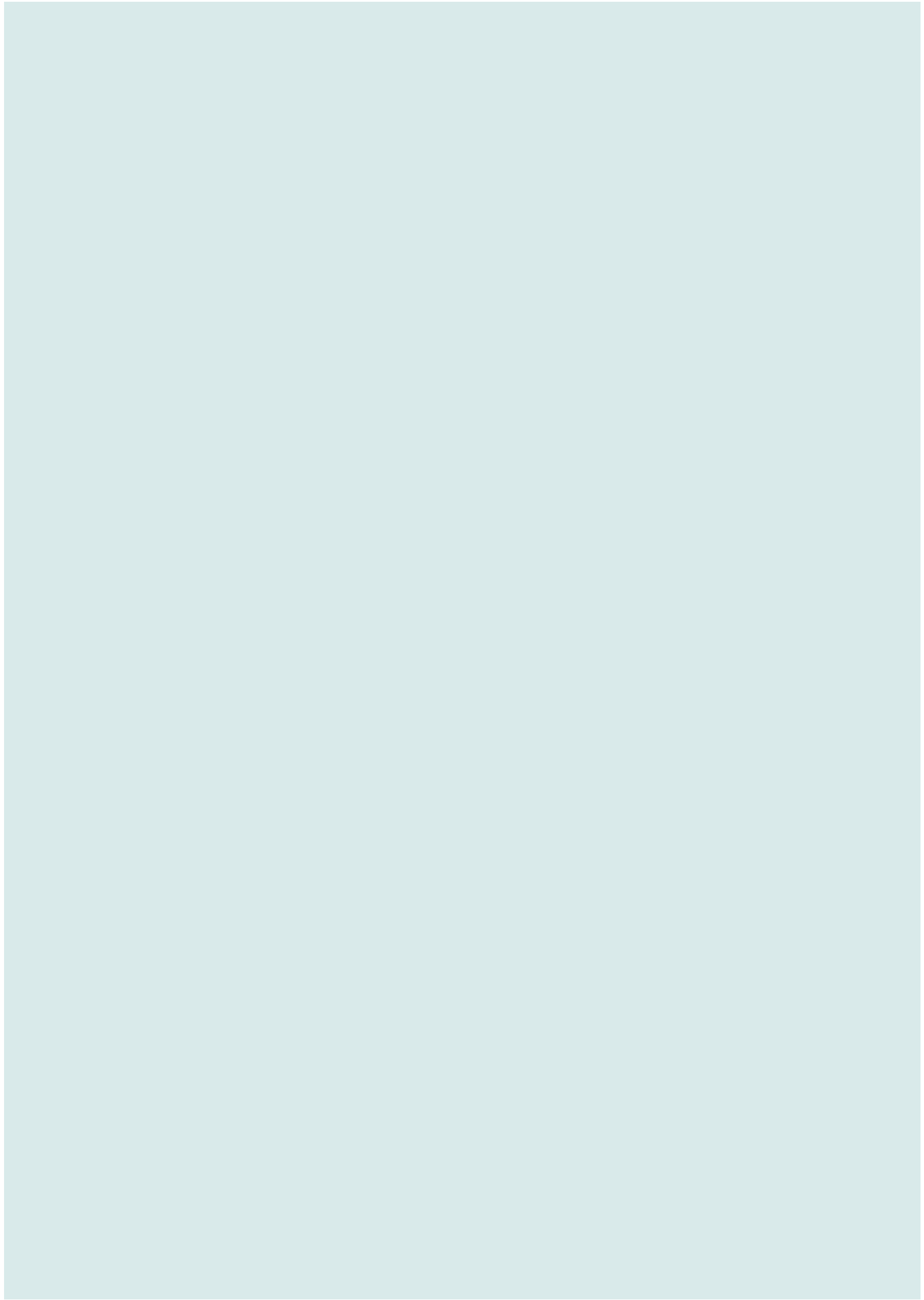
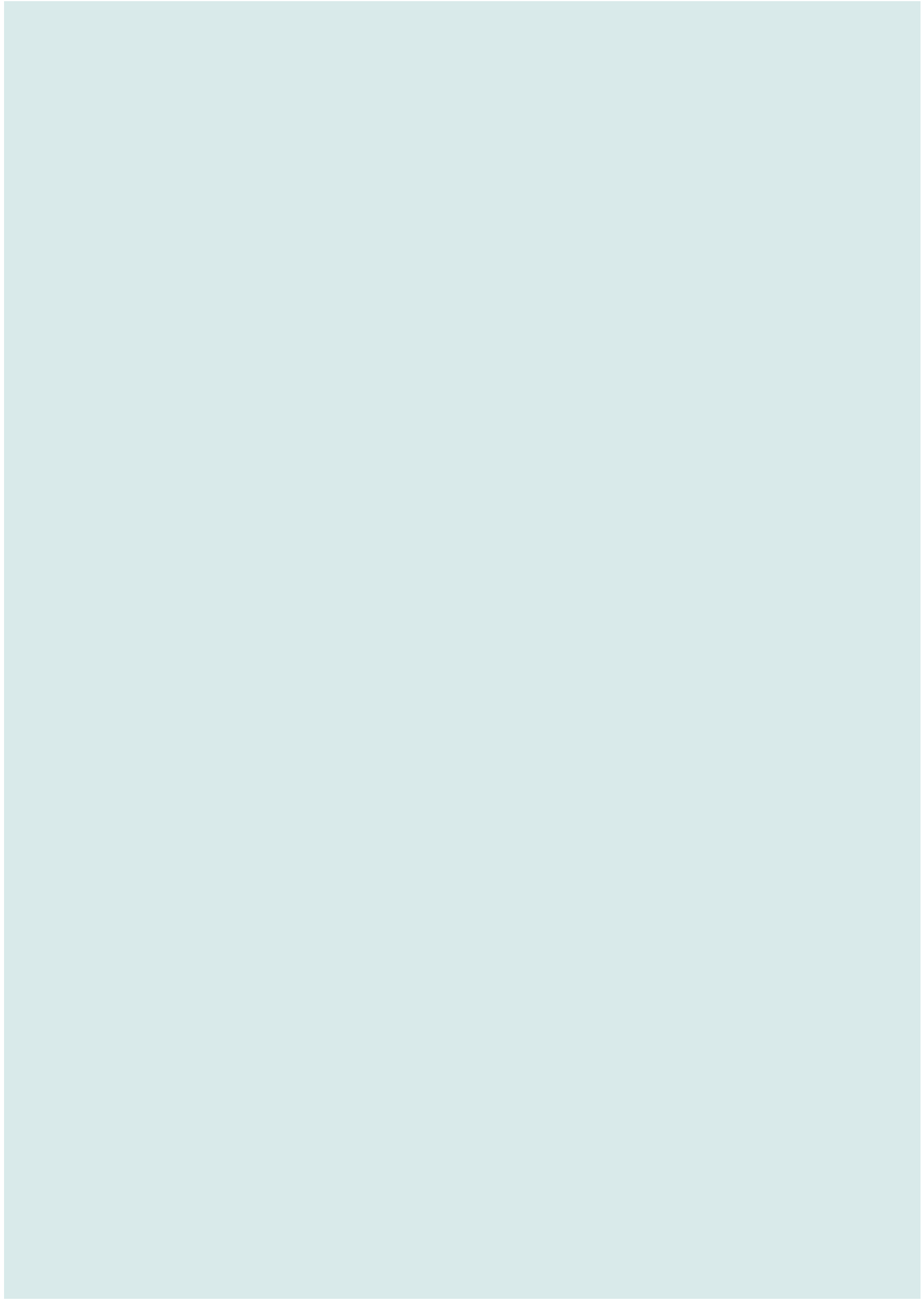
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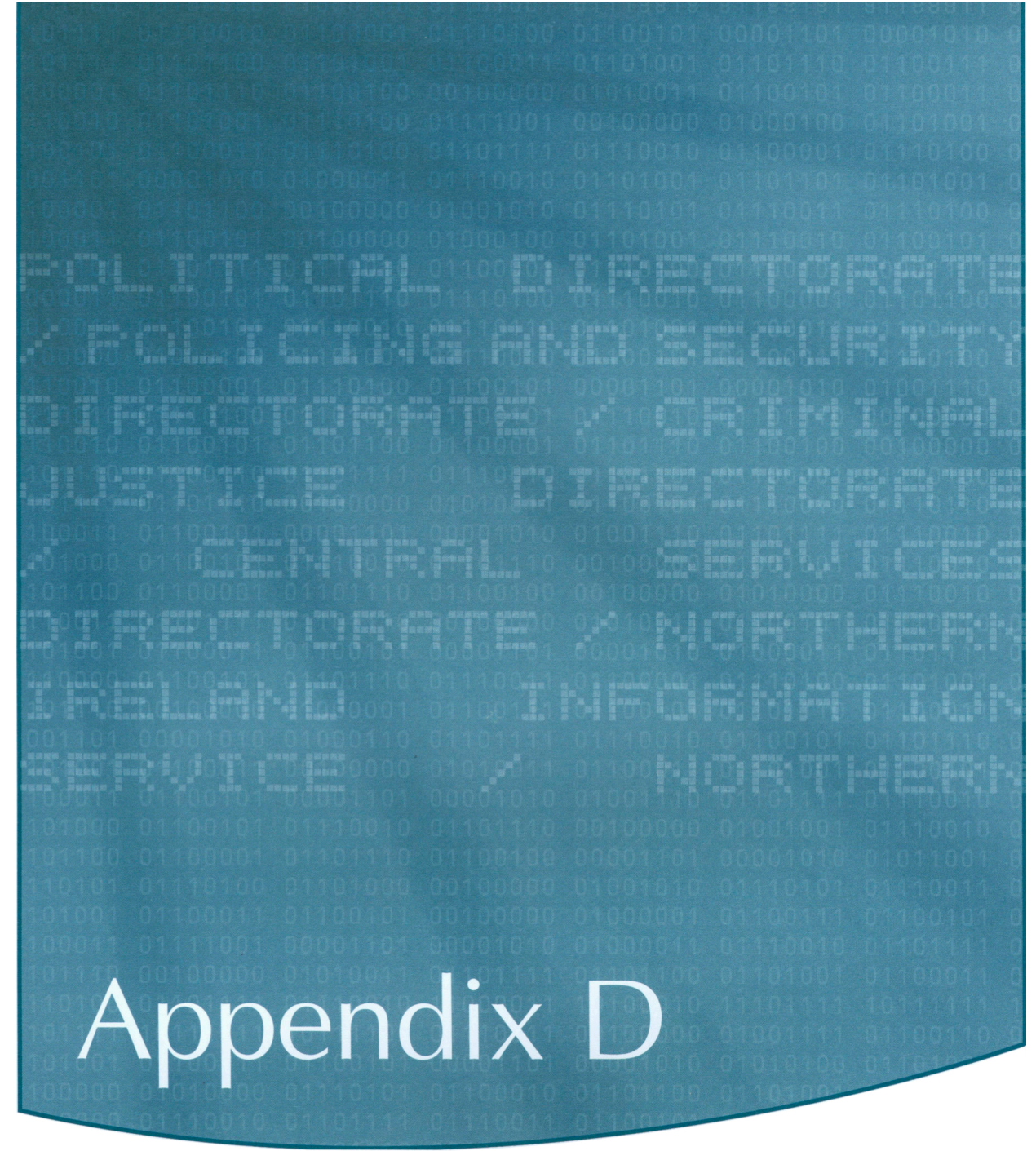
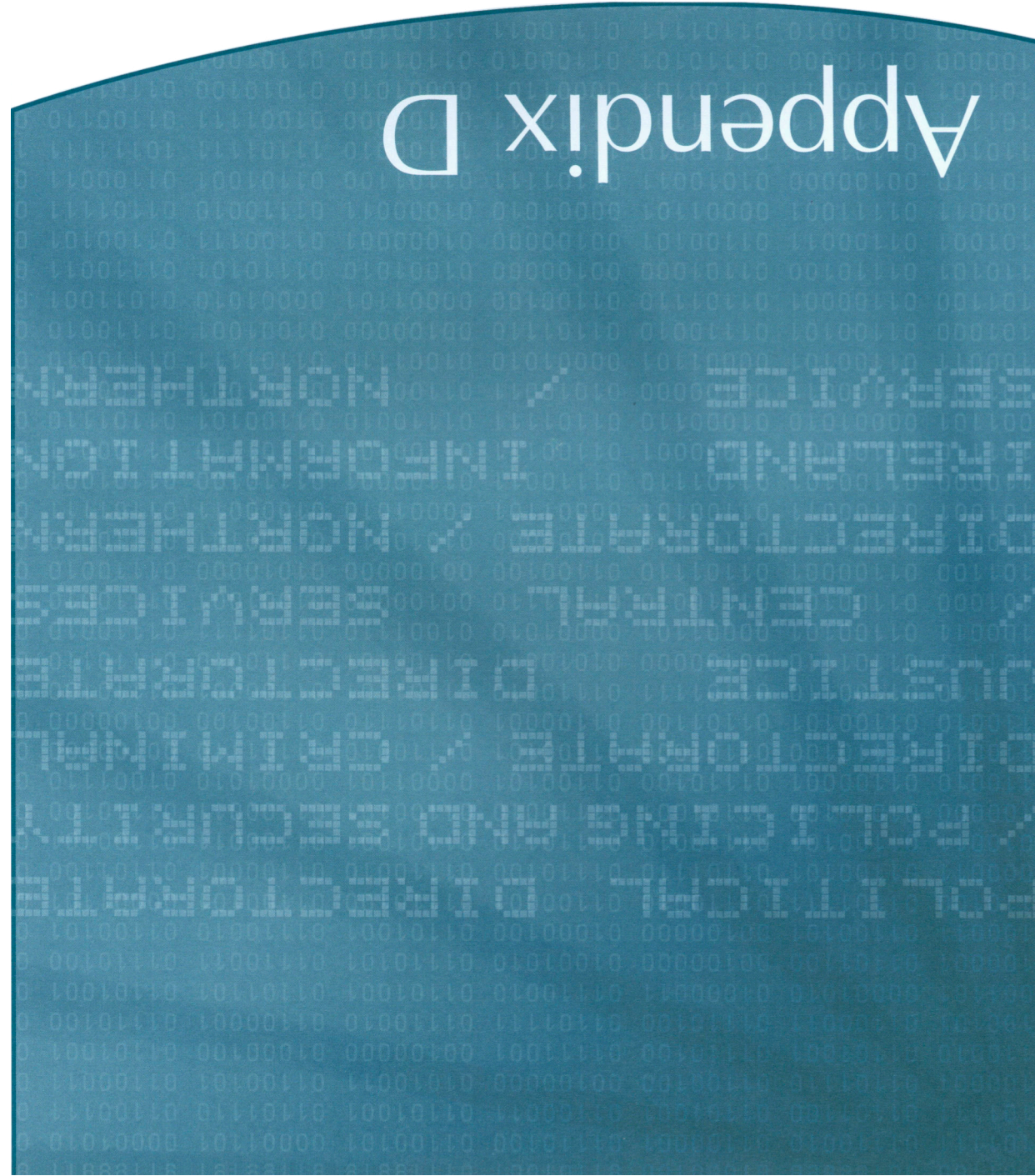
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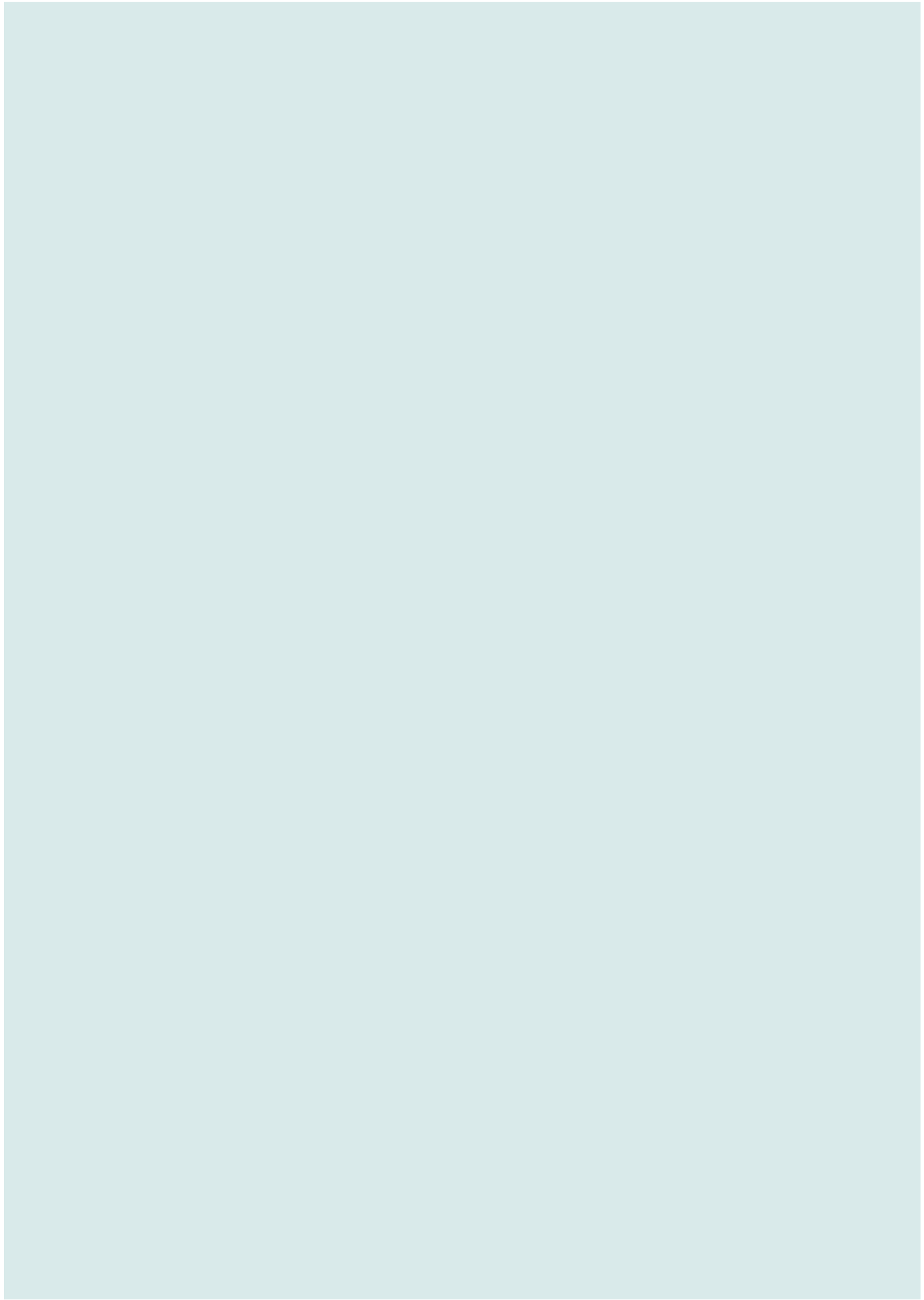
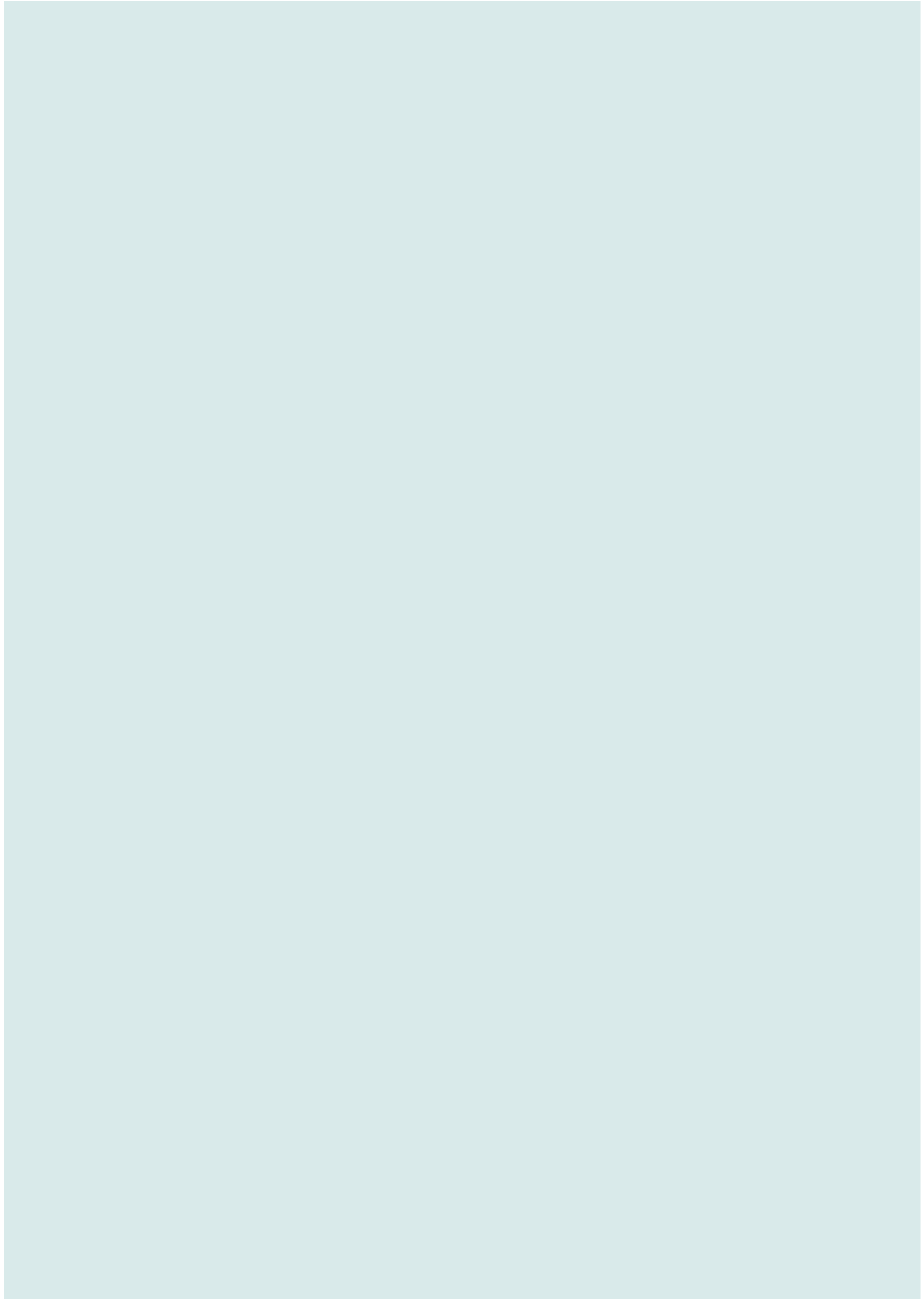
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Summary of the NIO Departmental Investment Strategy (April 2005 to March 2008)

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

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

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

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

Objective VII

To ensure a cost effective prison service.

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

Capital Strategy

Policing

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

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

facilities and the continuation of a range of planned enhancements to the estate.

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

Prisons

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

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

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

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

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Prisons

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

Capital Strategy

Policing

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

To ensure a cost effective prison service.

Objective VII

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

Objective VI

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

Objective V

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

Objective IV

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

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

Area	Assets at Net Book Value (£000's)
Police Service of Northern Ireland	508,087
Northern Ireland Prison Service	177,925
Other areas of the Northern Ireland Office	54,594 *
Total	740,606

Source: SR2004 submission
* Does not include the value of Hillsborough Castle

Other areas

'Flax', the Department's improved office automation system was rolled out across the Department during 2004/05 and work is ongoing on 'Flax II' which aims to develop the system further and improve workflows.

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

A new juvenile justice centre was completed in January 2007 and plans for a new mortuary and new forensic science laboratory continue to be developed.

Table 1: Total Public Sector Gross Capital Expenditure by Objective: 2005/06 to 2007/08

Objective Breakdown	Expenditure (£000's)		
	2005/06	2006/07	2007/08
Police Service of Northern Ireland Objectives II and IV	34,600	33,224	34,447
Northern Ireland Prison Service Objective VI and VII	9,741	18,786	19,388
Other areas of the Northern Ireland Office Objective I, III and V	21,007	19,918	18,093
Total	65,348	71,928	71,928

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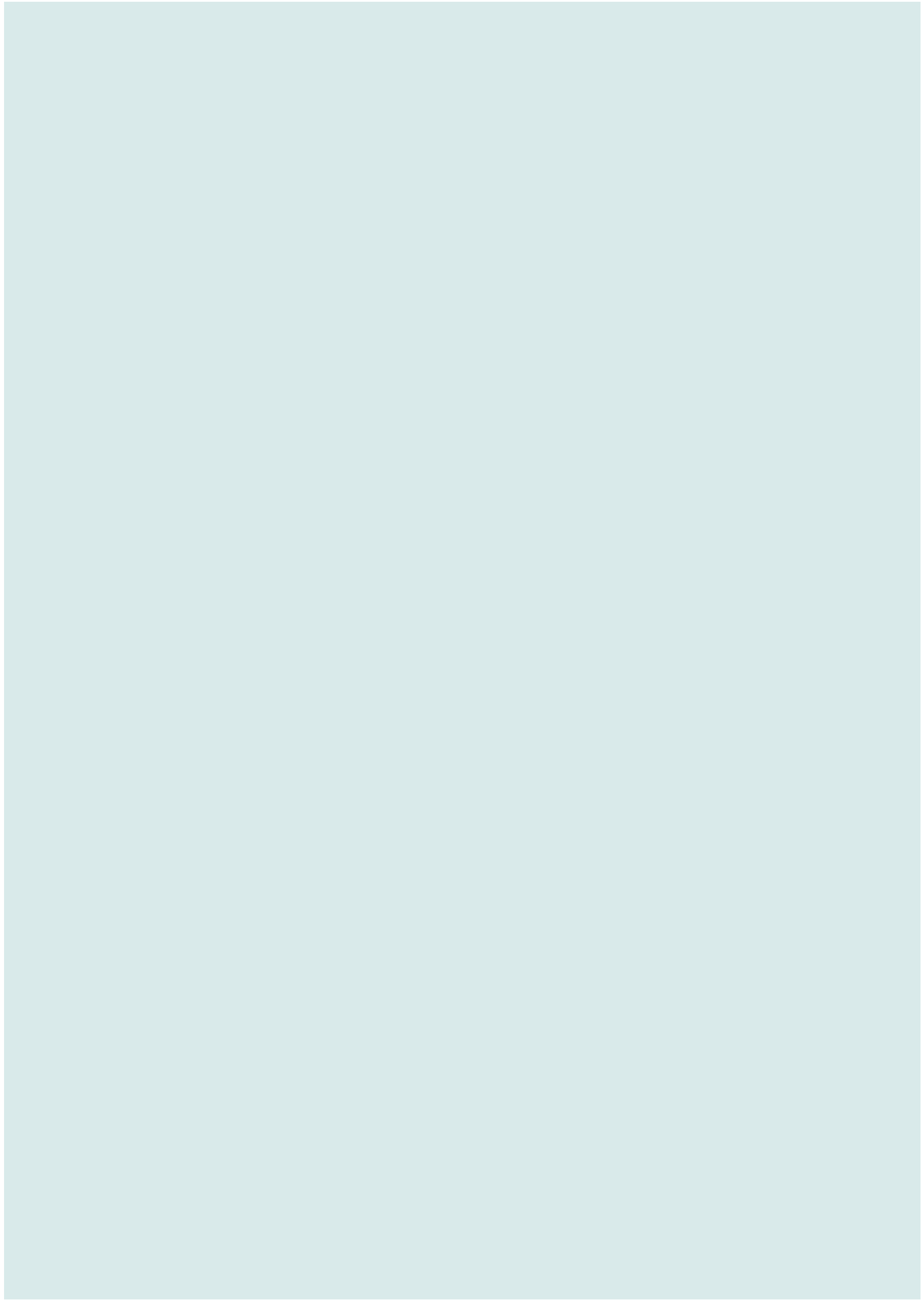
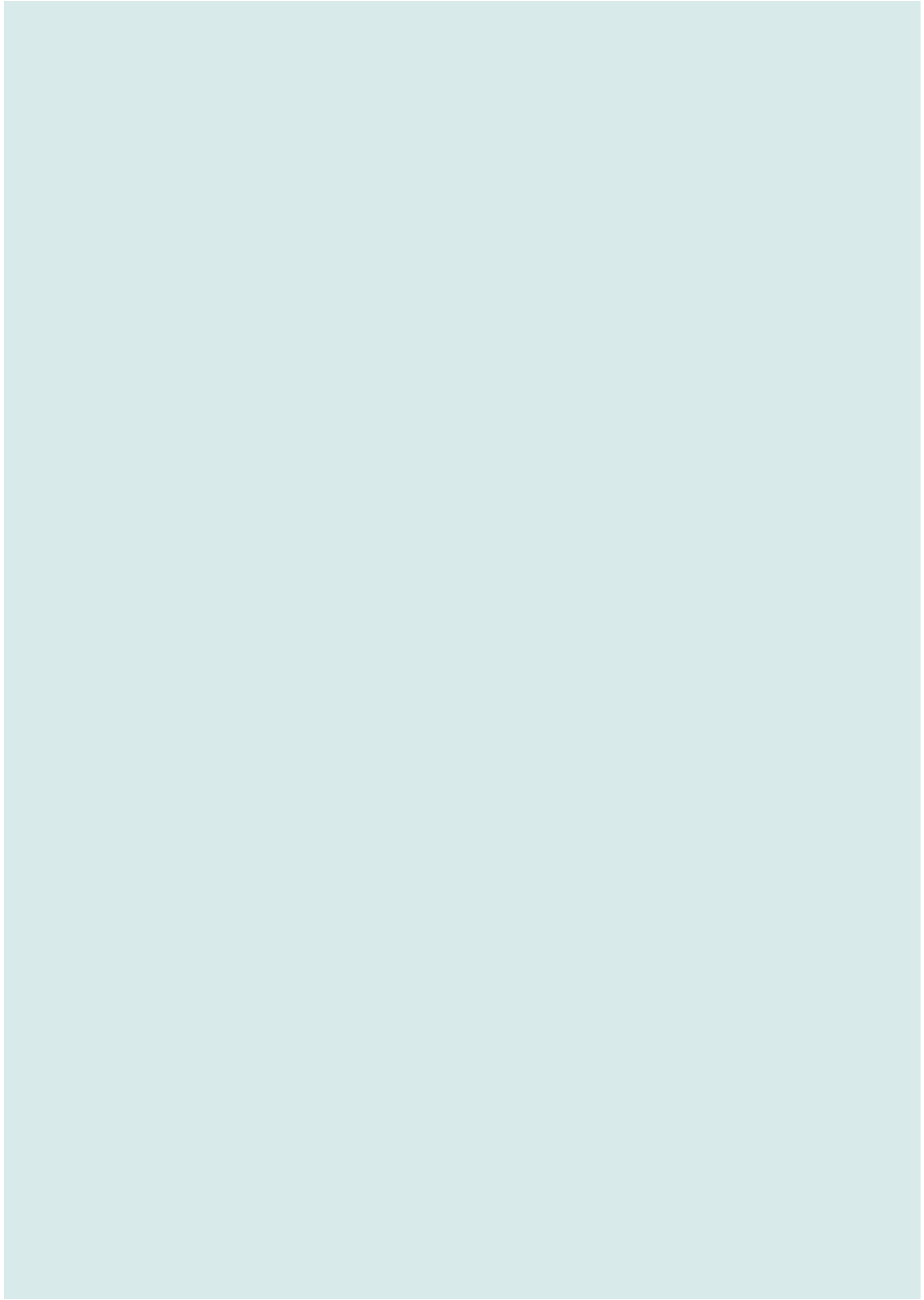
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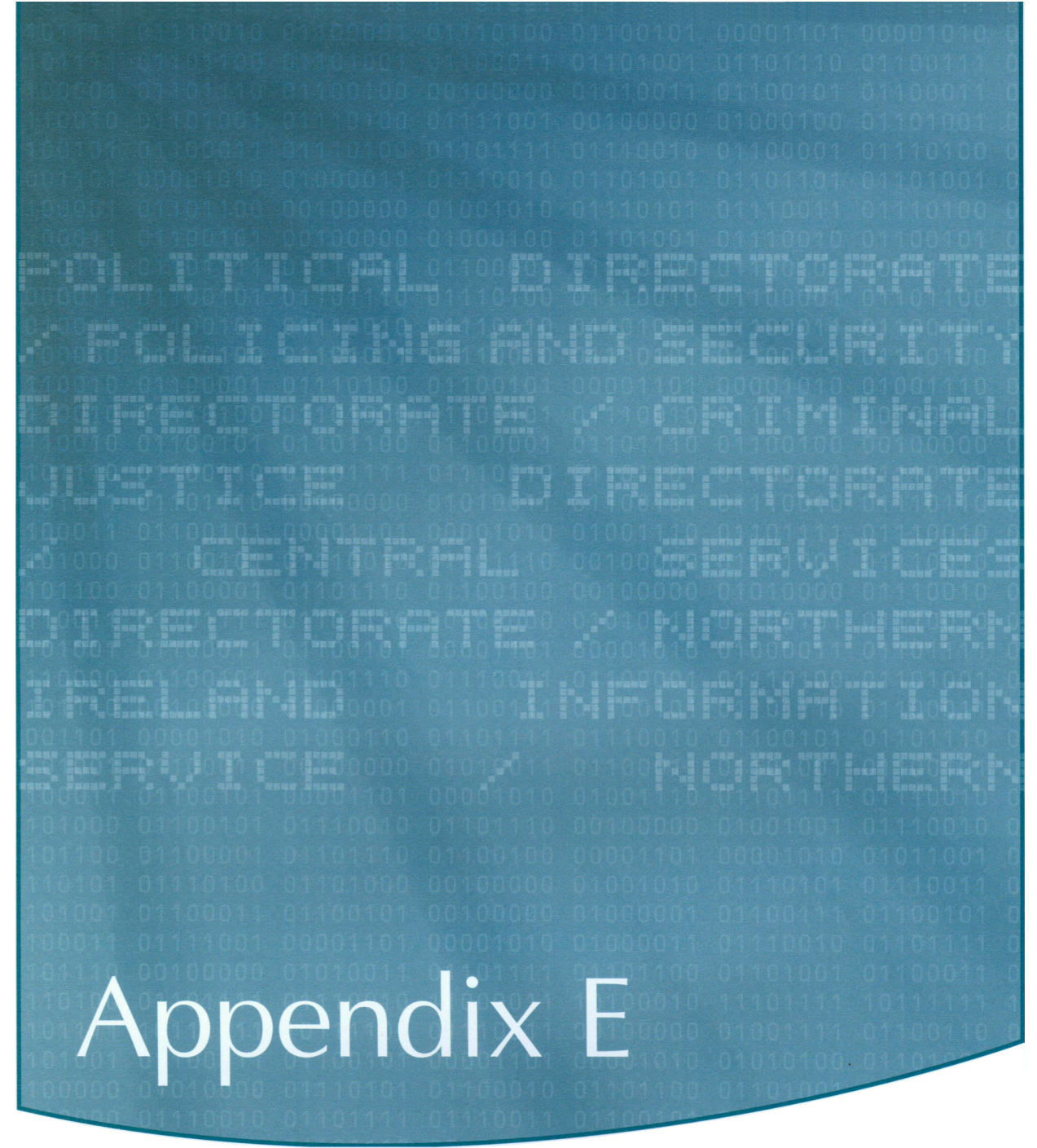
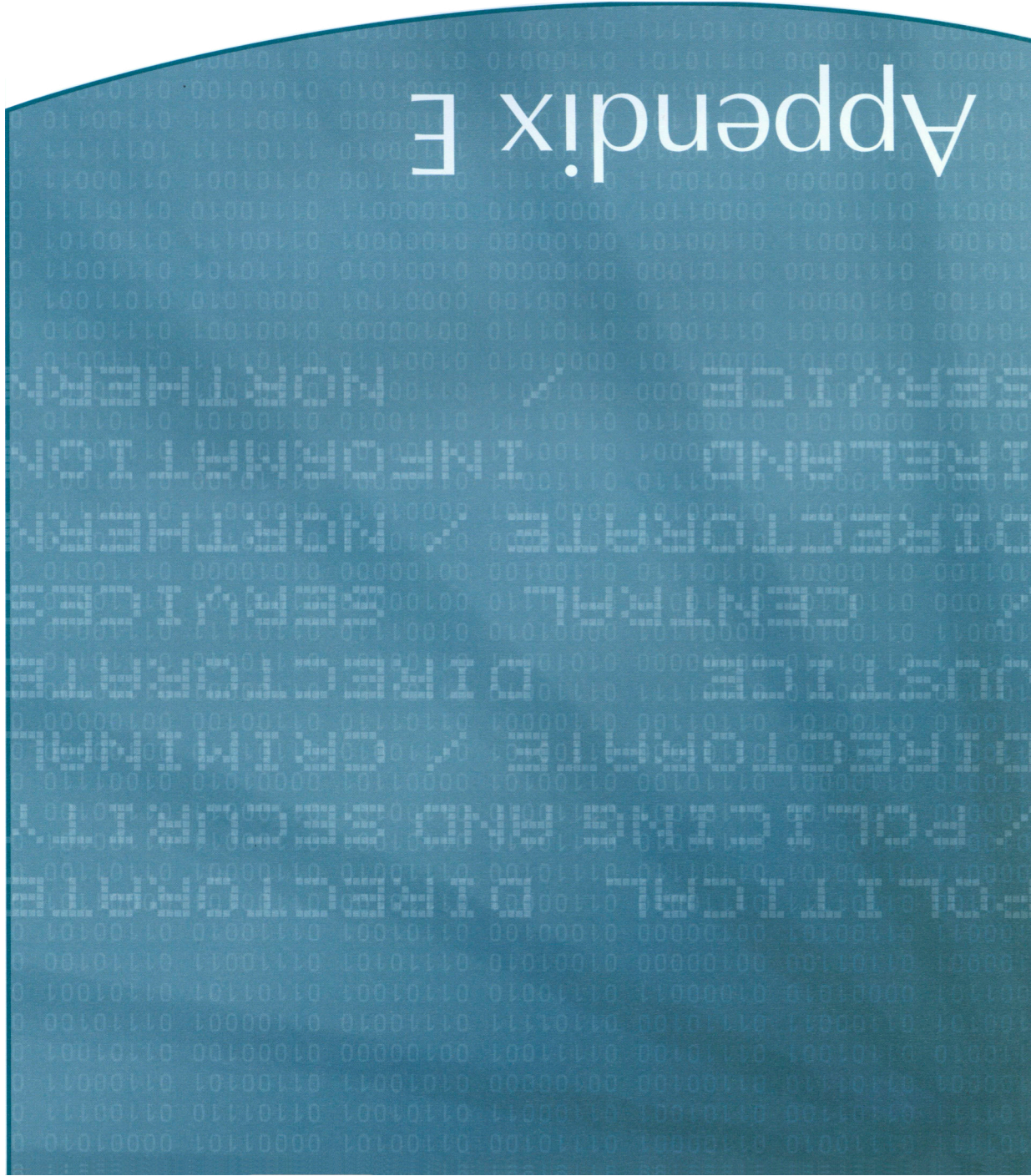
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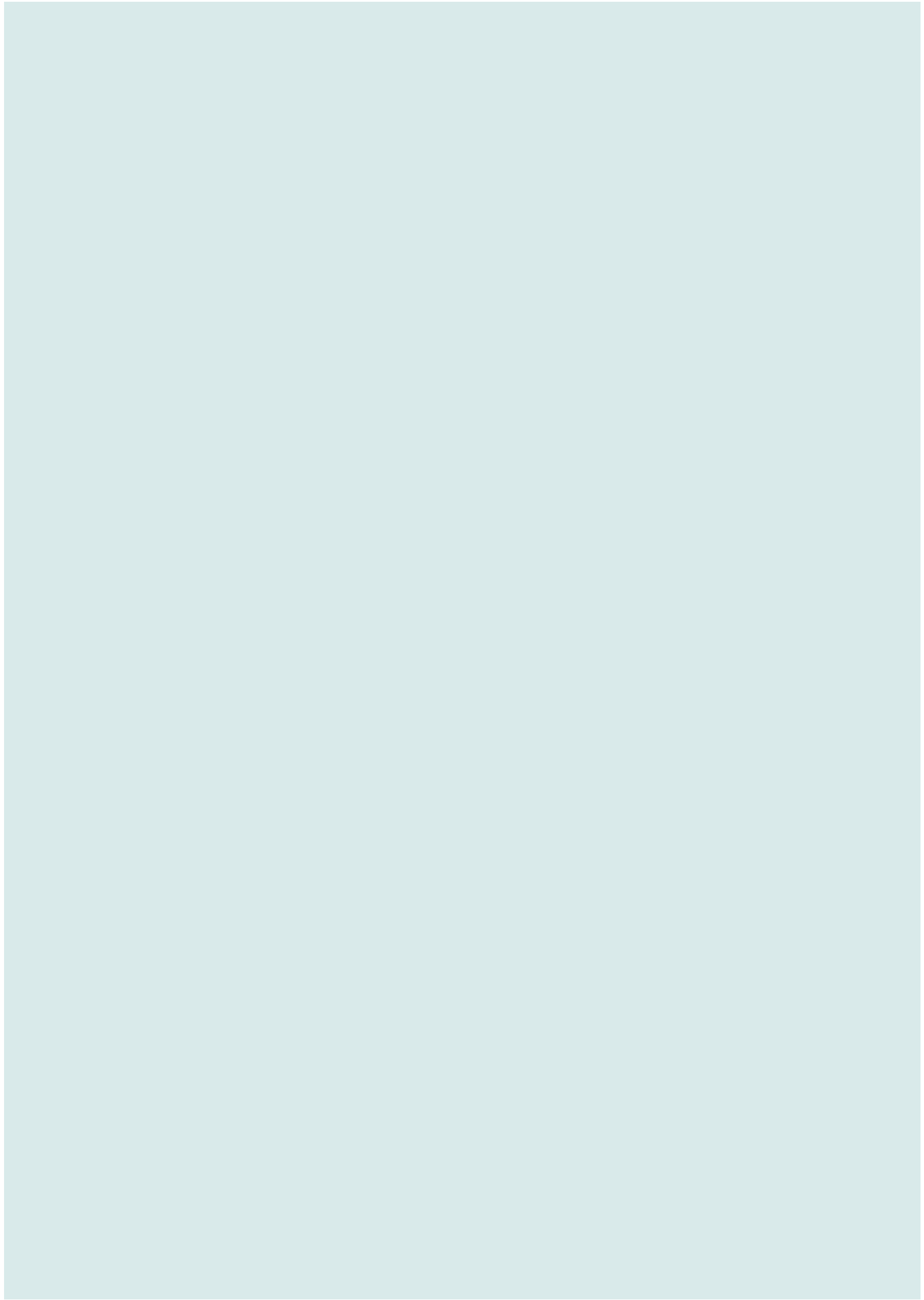
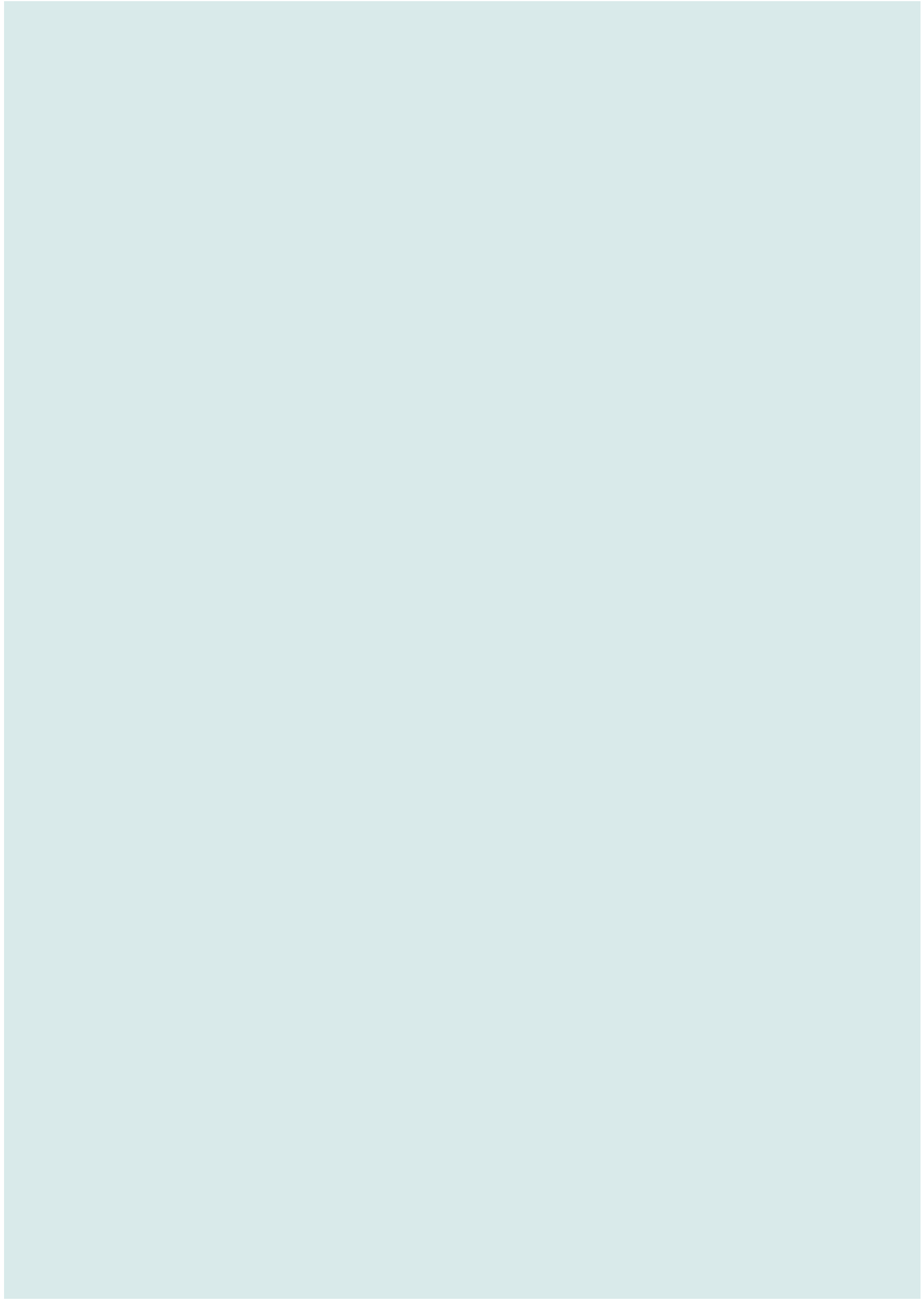
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Planning and Management of Resources in Northern Ireland Office

Planning

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Reporting Performance

Performance against the PSA targets is reported on biannually in the Autumn Performance Report and in the Departmental Report. These documents can be found on the NIO web site.

Management and Control of Resources

Departmental Expenditure Limits

Departmental spending is governed under firm limits (Departmental Expenditure Limits, or DELs) which guarantee funding for the whole of the three year period, instead of just one year. Resource DEL includes administration and programme expenditure, with a separate DEL for capital expenditure.

This system contains flexibilities to allow departments to reprioritise their expenditure in ways that will enable them to meet their objectives more effectively, for example the End-Year Flexibility (EYF) system normally enables departments to carry over 100% of unspent resources into the next financial year.

Annually Managed Expenditure

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

are only contemplated where it is clear that these can be financed by a fair and efficient tax system. Together, DEL and AME make up Total Managed Expenditure (TME).

Accounting and Budgeting for Capital Spending

Special treatment is required for the management of capital spending to ensure that investment in capital for the future is not reduced to fund short-term pressures in current funding. Within the DEL, there are separate budgets for administration and programme expenditure (referred to as "resource" in total) and capital expenditure. The capital budget is ring-fenced i.e. available only to be used for capital spending, but there is freedom to transfer resource spending to longer-term capital projects.

Techniques for Improving the Management of Income, Expenditure and Assets

The NIO operates Resource Accounting and Budgeting (RAB) which uses the concept of accruals accounting. This offers many advantages, but perhaps the most significant benefit of accruals accounting is that it fosters a greater awareness of the cost of assets and enhances the Department's capacity to manage its existing assets base more efficiently and effectively.

Financial Reporting

The NIO's Resource Accounts are the main financial reports of the Department. For the 2006/07 year these are due to be laid before Parliament in July 2007, in line with HM Treasury faster closing deadlines. They comprise five separate schedules:

Schedule 1 - Summary of Resource Outturn

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

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Schedule 5 – Resources by Departmental Aims and Objectives

- This shows resources grouped in terms of NIO's overall objectives as defined in the Public Service Agreement.

Chart 1 at the end of this appendix illustrates the main elements of the public expenditure process and their relationship to each other.

Planning and Management of Resources: A Glossary of Terms and Concepts

Accruals Accounting: financial statements may be compiled on one of two bases, cash or accruals. In cash accounting, only monies paid and received in the period are brought to account. No attempt is made to match expenditure incurred in the period with revenue earned (or output achieved). Under accruals accounting, costs and revenue are recognised as they are respectively incurred and earned and dealt with in the period to which they relate. In addition, the accruals system recognises assets held and liabilities outstanding at the end of the financial period. These are disclosed in a balance sheet. (see also **Assets, Balance Sheet, Liabilities, Resource Accounting and Budgeting**).

Administration Costs: these lie within Departmental Expenditure Limits. They cover departments' current expenditure on staff, accommodation and equipment used in the administration of central government and the direct delivery of services by departments and their agencies. In practice, the main items of administration costs are:-

- civil service staff costs* – wages and salaries, social security costs and superannuation costs;
- other employee-related costs*, including those for training, travel and subsistence;
- current expenditure on accommodation*, including rent, rates and maintenance;
- current expenditure on office services* including stationery, postage, telecommunications, computer maintenance;

- comparable contracted-out services*, and consultants' fees where these relate to activities otherwise covered by administration costs controls or ordinarily performed by civil servants;
- depreciation and cost of capital charges* on fixed assets held for the purpose of managing the delivery of services;
- cost of capital charges on working capital* related to managing the delivery of services; and
- other non-cash items* such as auditors' remuneration and expenses, loss or gain on disposal of fixed assets held for administration purposes, and provisions for early departure costs. (see also **Programme Costs**).

Annually Managed Expenditure: this is spending included in Total Managed Expenditure, which does not fall within Departmental Expenditure Limits. Expenditure in AME is generally less predictable and controllable than expenditure in DEL (see also **Departmental Expenditure Limits, Total Managed Expenditure**).

Assets: anything of value owned or controlled by an organisation as a result of past transactions or events. Assets may be current or fixed. (see also **Liabilities**).

Examples of Current Assets:-

- Stocks (for example raw materials, work-in-progress)
- Debtors and prepayments
- Cash in bank or in hand.

Examples of Fixed Assets:-

- Tangible: Land, buildings, plant and machinery, vehicles, furniture, computers
- Intangible: Computer software.

Balance Sheet: a statement of organisational wealth (assets less liabilities) at a point in time (see also **Assets, Liabilities**).

Control Total: the measure used by the government to plan public expenditure for the medium term, and monitor and control it within each financial year.

Cost of Capital (interest): a charge (set by HM Treasury) to ensure an appropriate return on taxpayers' equity.

Creditors: suppliers or others to whom the organisation owes money (see also Debtors).

Debtors: customers or others who owe money to the organisation (see also Creditors).

Departmental Expenditure Limits: expenditure which departments can control overall, though some elements may be demand-led (see also **Administration Costs, Annually Managed Expenditure, Total Managed Expenditure**).

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 - **Schedule 2 Operating cost statement** – administrative and programme costs, less income
 - **Schedule 3 Balance sheet** – with assets and liabilities
 - **Schedule 4 Cash flow statement** – net cash spent to run the department and to buy capital items
 - **Schedule 5 Statement of resources by departmental aim and objectives** – analysis of costs by each of the department's objectives
 - **Notes** – analysis and more detail, including accounting assumptions.
- Resource Accounting:** a method of recording expenditure as it is incurred, and income as it is earned, during an accounting period.
- Resource Accounting and Budgeting:** introduces generally accepted accounting practice (GAAP) into government accounting. The main changes are the adoption of accruals accounting for all departmental expenditure and the inclusion of depreciation and cost-of-capital charges in departmental budgets (see also **Accruals Accounting**).
- Resource Budget:** the means by which the government plans and controls the expenditure of resources to meet its objectives.
- Resource Estimates:** these are the government's formal request to Parliament for finance for most central government expenditure. Each department normally has one estimate, broken down by 'Requests for Resources', **Service Delivery Agreement, SDA:** sets out the more detailed outputs that departments need to focus on to achieve their objectives, and the modernisation processes they will go through to improve the productivity of their operations (see also **Public Service Agreement**).
- Spending Review:** this sets DEL and plans AME for the following three years.
- Subhead:** individual elements of departmental expenditure identifiable in Estimates as single items.
- Technical Note:** explains how the performance targets set out in the PSA will be measured.
- Total Managed Expenditure:** a Treasury budgeting term which covers all current and capital spending carried out by the public sector. (see also **Annually Managed Expenditure, Departmental Expenditure Limits**).
- Vote:** refers to the process by which Parliament approves funds in response to Resource Estimates.
- Depreciation:** a measure of the fall in value of a fixed asset as a result of use, physical deterioration, obsolescence or the passage of time.
- End-Year Flexibility:** a mechanism to allow unspent provision in the Departmental Expenditure Limit in one year to be carried forward to the next to encourage good financial management.
- Estimate:** a statement of how much money the Government needs in the coming financial year, and for what purpose(s), through which Parliamentary authority is sought for the planned level of expenditure and receipts.
- Grant-in-aid:** regular payments made by departments to outside bodies (usually non departmental public bodies) to reimburse expenditure on agreed items or functions.
- Grant:** payments made by departments to outside bodies to reimburse expenditure on agreed items or functions.
- Liabilities:** the obligation to confer future economic benefit as a result of past transactions or events. May be *long-term* (e.g., provisions for the costs of early retirement) or *current* (e.g. creditors and accruals) (see also **Assets**).
- Liabilities of Expenditure:** expenditure which does not involve an actual cash transaction but which must be reflected in the accounts to show the full costs of a body's activities.
- Prepayments:** expenditure on goods and services for future benefit, which is to be charged to the cost of future operations.
- Programme Costs:** all of the non-administration costs of the department, including grants and direct programme expenditure. Elements of cost will include depreciation on assets and the cost of capital charge for assets and liabilities in respect of programme expenditure (see also **Administration Costs**).
- Public Service Agreement, PSA:** a plan setting out what the department will deliver, in the form of measurable targets, over the public expenditure review period, in return for its agreed spending. PSAs set for each department explicit aims, objectives and targets to be achieved in return for funding provided in the respective spending reviews (see also **Service Delivery Agreement**).
- Request for Resources (RfR):** the functional level into which departmental estimates may be split. RfRs contain a number of functions being carried out by the department in pursuit of one or more of that department's objectives.
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Chart 1 - Main Elements of Public Expenditure Process

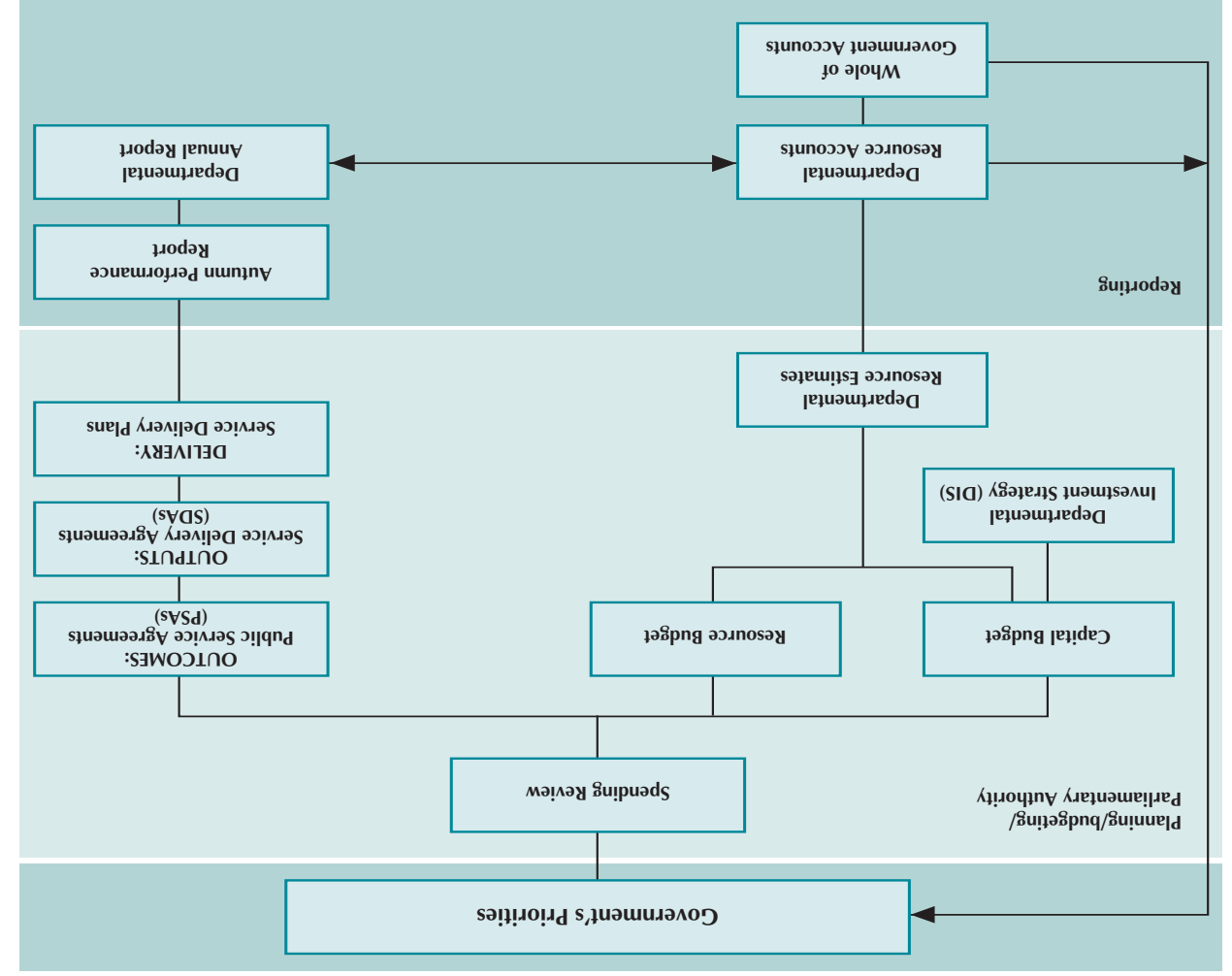
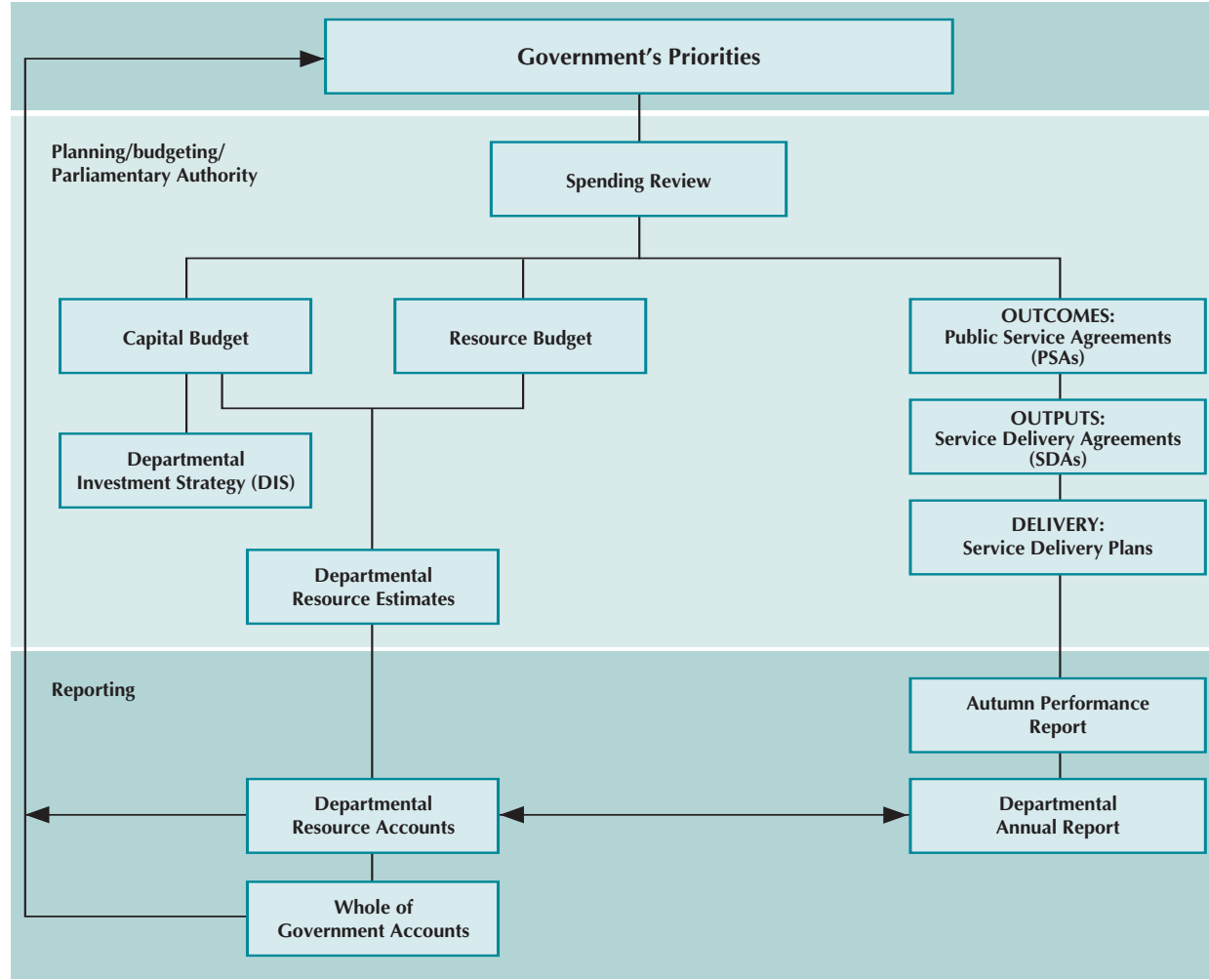
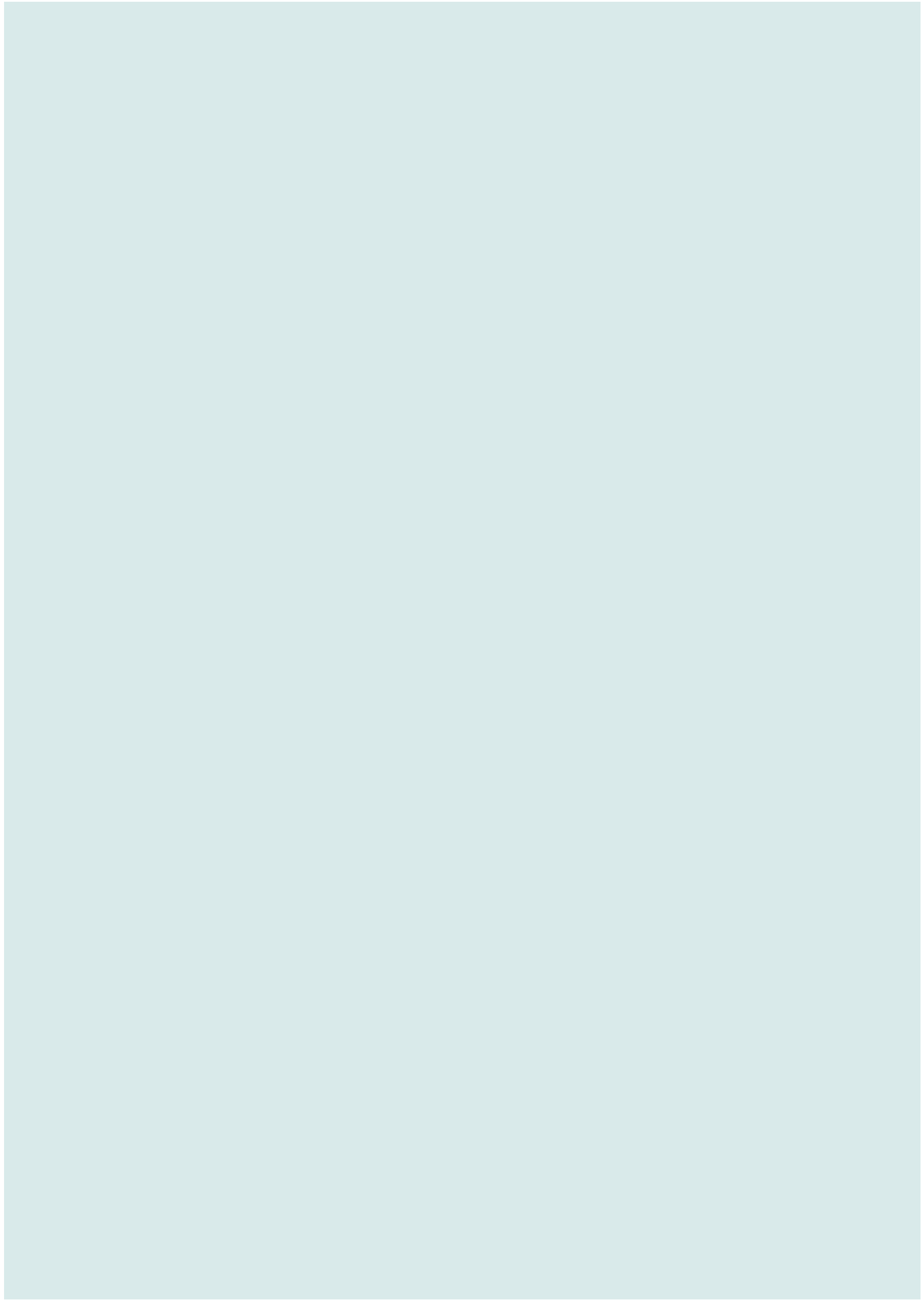
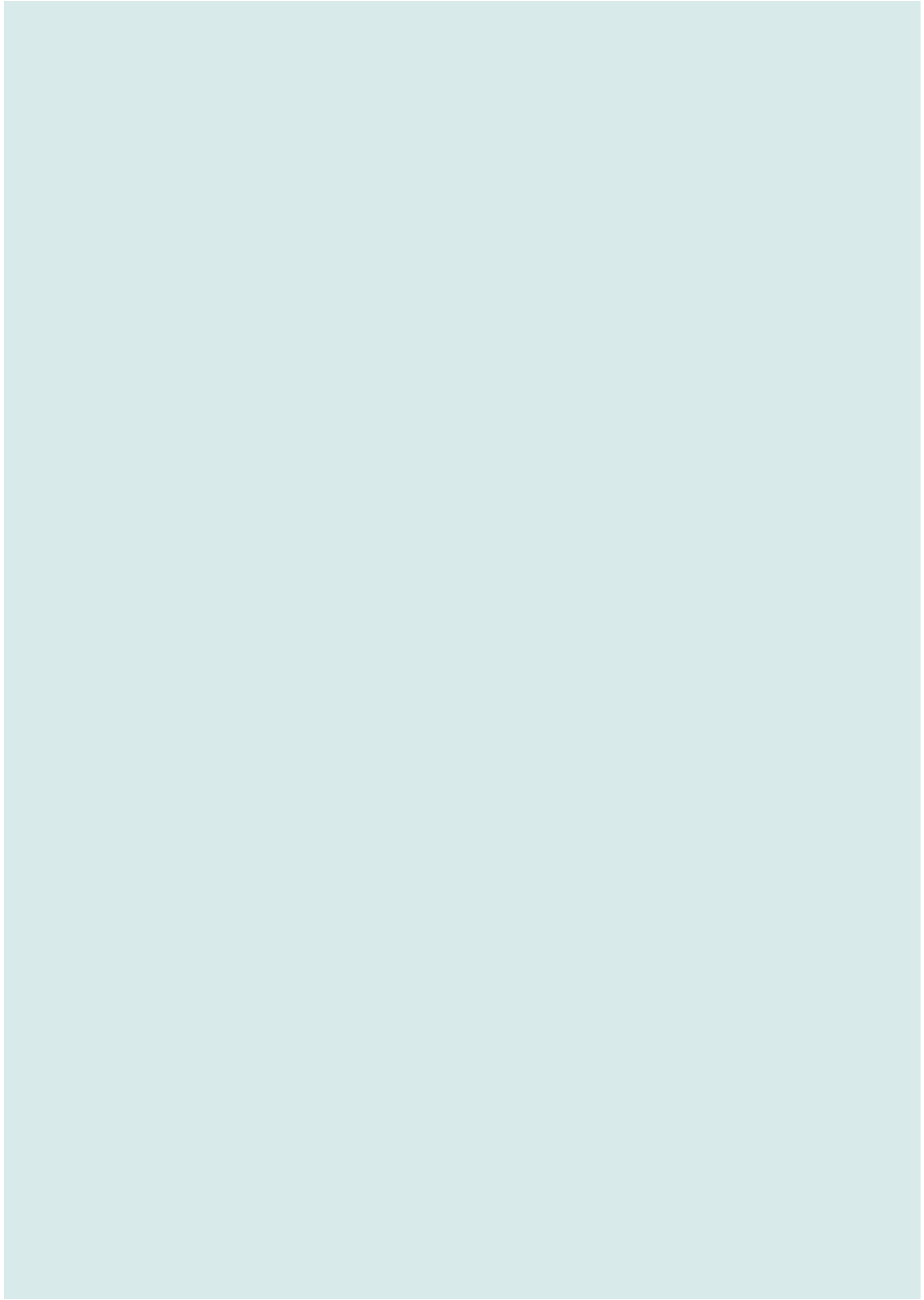


Chart 1 - Main Elements of Public Expenditure Process

Appendix F

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2006/07 Estimated Outturn	2005-06 Outturn	2004-05 Outturn	2003-04 Outturn	2002-03 Outturn	2001-02 Outturn	Consumption of resources:
1,370,004	1,483,822	1,395,491	1,357,737	1,043,964	1,072,669	Playing a full part in implementing the Good Friday Agreement and representing the interests of Northern Ireland in the United Kingdom Government; supporting and developing a sufficient, effective and responsive criminal justice system; upholding and sustaining the rule of law and preventing crime; and maintaining a secure and humane prison service and reducing the risk of re-offending
1,141,004	1,269,830	1,183,211	1,149,527	1,043,964	1,072,669	of which: resource DEL
49,380	67,594	47,878	43,954	40,627	31,533	Capital spending:
						of which: depreciation
1,392,537	1,496,557	1,403,102	1,384,541	1,053,085	1,083,065	Total public spending by NIO †
71,913	80,329	55,489	70,578	49,748	41,929	Total capital budget:
71,913	80,329	55,489	70,578	49,748	41,929	of which: Capital DEL

Table 1 - NIO Public Spending £ 000's

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- Table 6 – NIO Staffing Figures
- Table 7 – Senior Civil Service Salaries

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Total resource budget	1,072,669	1,095,797	1,043,964	1,357,737	1,395,491	1,483,822	1,370,004
of which: resource DEL	1,072,669	1,095,797	1,043,964	1,149,527	1,183,211	1,269,830	1,141,004
of which: depreciation	31,533	56,378	40,627	43,954	47,878	67,594	49,380
Capital spending:							
Playing a full part in implementing the Good Friday Agreement and representing the interests of Northern Ireland in the United Kingdom Government; supporting and developing a sufficient, effective and responsive criminal justice system; upholding and sustaining the rule of law and preventing crime; and maintaining a secure and humane prison service and reducing the risk of re-offending							
Total capital budget:	41,929	53,422	49,748	70,758	55,489	80,329	71,913
of which: Capital DEL	41,929	53,422	49,748	70,578	55,489	80,329	71,913
Total public spending by NIO †	1,083,065	1,092,841	1,053,085	1,384,541	1,403,102	1,496,557	1,392,537

† Total departmental spending is the sum of the resource budget and the capital budget less depreciation. Similarly, total DEL is the sum of the resource budget DEL and capital budget DEL less depreciation in DEL.

Table 2 - Resource Budget for the Northern Ireland Office £ 000'S

	2001-02 Outturn	2002-03 Outturn	2003-04 Outturn	2004-05 Outturn	2005-06 Outturn	2006/07 Estimated Outturn	2007-08 Plans
Policing and security: of which:	788,310	790,906	763,538	880,460	858,570	881,743	833,974
Other policing and security costs	61,368	62,037	42,796	64,095	74,541	72,907	71,993
Direct Policing Costs ¹	664,616	671,733	692,410	771,642	729,349	758,941	709,877
Patten Report; severance costs	49,835	42,221	10,191	25,600	27,100	27,900	28,900
Patten Report; non-severance costs	12,491	14,915	18,141	19,123	27,580	21,995	23,204
Criminal Justice: of which:	20,759	22,638	19,647	23,217	26,889	27,679	24,660
Forensic Science	1,128	784	561	747	1,042	1,437	552
Criminal Justice	19,631	21,854	19,086	22,470	25,847	26,242	24,108
Public Prosecution Service ²	13,239	14,315	19,339	22,619	25,135	34,364	31,805
Prisons ³	105,217	149,162	112,194	114,175	129,349	138,757	133,773
Compensation Agency ⁴	75,963	33,601	28,482	26,230	45,099	41,595	27,904
Bloody Sunday Inquiry ⁵	18,679	27,037	30,411	12,411	9,397	6,687	1,100
Youth Justice Agency ⁶	0	0	12,822	14,864	18,970	28,929	17,531
Other	50,502	58,138	57,531	55,551	69,802	110,076	70,257
Total resource budget DEL	1,072,669	1,095,797	1,043,964	1,149,527	1,183,211	1,269,830	1,141,004
Resource AME – Policing & Security ⁷	0	0	0	208,210	212,280	213,692	229,000
Total resource budget AME	0	0	0	208,210	212,280	213,692	229,000
Total resource budget	1,072,669	1,095,797	1,043,964	1,357,737	1,395,491	1,483,822	1,370,004

1. Budget increase in 2004/05 is largely due to a severance provision for PSNI Full Time Reserve officers.
 2. Budget increase in 2006/07 as a result of roll out of Public Prosecution Service.
 3. Budget increase in 2006/07 onwards as a result of rate of growth of prisoner numbers.
 4. Budget increase in 2005/06 due to an increase in criminal damage claims.
 5. Budget decreases in later years due to the Inquiry drawing to a close.
 6. Budget increase in 2006/07 relates to additional non-cash provision.
 7. AME provision for interest on scheme liabilities in relation to the Police Pension Scheme.

	2001-02 Outturn	2002-03 Outturn	2003-04 Outturn	2004-05 Outturn	2005-06 Outturn	2006/07 Estimated Outturn	2007-08 Plans
Policing and security: of which:	788,310	790,906	763,538	880,460	858,570	881,743	833,974
Other policing and security costs	61,368	62,037	42,796	64,095	74,541	72,907	71,993
Direct Policing Costs ¹	664,616	671,733	692,410	771,642	729,349	758,941	709,877
Patten Report; severance costs	49,835	42,221	10,191	25,600	27,100	27,900	28,900
Patten Report; non-severance costs	12,491	14,915	18,141	19,123	27,580	21,995	23,204
Criminal Justice: of which:	20,759	22,638	19,647	23,217	26,889	27,679	24,660
Forensic Science	1,128	784	561	747	1,042	1,437	552
Criminal Justice	19,631	21,854	19,086	22,470	25,847	26,242	24,108
Public Prosecution Service ²	13,239	14,315	19,339	22,619	25,135	34,364	31,805
Prisons ³	105,217	149,162	112,194	114,175	129,349	138,757	133,773
Compensation Agency ⁴	75,963	33,601	28,482	26,230	45,099	41,595	27,904
Bloody Sunday Inquiry ⁵	18,679	27,037	30,411	12,411	9,397	6,687	1,100
Youth Justice Agency ⁶	0	0	12,822	14,864	18,970	28,929	17,531
Other	50,502	58,138	57,531	55,551	69,802	110,076	70,257
Total resource budget DEL	1,072,669	1,095,797	1,043,964	1,149,527	1,183,211	1,269,830	1,141,004
Resource AME – Policing & Security ⁷	0	0	0	208,210	212,280	213,692	229,000
Total resource budget AME	0	0	0	208,210	212,280	213,692	229,000
Total resource budget	1,072,669	1,095,797	1,043,964	1,357,737	1,395,491	1,483,822	1,370,004

Table 2 - Resource Budget for the Northern Ireland Office £ 000'S

Table 3 - Capital budget for the Northern Ireland Office £ 000'S

	2001-02 Outturn	2002-03 Outturn	2003-04 Outturn	2004-05 Outturn	2005-06 Outturn	2006/07 Estimated Outturn	2007-08 Plans
Policing and security:							
of which:	24,094	35,276	28,756	46,636	35,010	40,140	34,920
Other policing and security costs	516	77	-44	52	410	1,577	473
Direct Policing Costs ¹ :	18,207	20,511	16,930	32,084	24,700	35,963	23,729
Patten Report; non-severance costs	5,371	14,688	11,870	14,500	9,900	2,600	10,718
Criminal Justice:							
of which:	1,919	702	1,042	2,416	1,853	19,275	10,152
Forensic Science	759	276	288	846	578	1,260	334
Criminal Justice ² :	1,160	426	754	1,570	1,275	18,015	9,818
Public Prosecution Service.	321	321	1,240	186	721	1,196	318
Prisons	12,769	13,280	14,637	11,902	10,301	13,000	20,885
Compensation Agency	5	582	205	630	529	215	24
Youth Justice Agency	0	0	1,959	623	6,981	475	0
Other	2,821	3,261	1,909	8,365	94	6,028	5,614
Total capital budget	41,929	53,422	49,748	70,758	55,489	80,329	71,913

1. Increase in 2004/05 largely relates to vehicle fleet and building enhancements.

2. Increase in 2006/07 budget relates to the completion of the Juvenile Justice Centre.

	2001-02 Outturn	2002-03 Outturn	2003-04 Outturn	2004-05 Outturn	2005-06 Outturn	2006/07 Estimated Outturn	2007-08 Plans
Policing and security:							
of which:	24,094	35,276	28,756	46,636	35,010	40,140	34,920
Other policing and security costs	516	77	-44	52	410	1,577	473
Direct Policing Costs ¹ :	18,207	20,511	16,930	32,084	24,700	35,963	23,729
Patten Report; non-severance costs	5,371	14,688	11,870	14,500	9,900	2,600	10,718
Criminal Justice:							
of which:	1,919	702	1,042	2,416	1,853	19,275	10,152
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Public Prosecution Service.	321	321	1,240	186	721	1,196	318
Prisons	12,769	13,280	14,637	11,902	10,301	13,000	20,885
Compensation Agency	5	582	205	630	529	215	24
Youth Justice Agency	0	0	1,959	623	6,981	475	0
Other	2,821	3,261	1,909	8,365	94	6,028	5,614
Total capital budget	41,929	53,422	49,748	70,758	55,489	80,329	71,913

Table 3 - Capital budget for the Northern Ireland Office £ 000'S

Table 4a¹ - Grant payable to the Northern Ireland Consolidated Fund 2005/06: Provision and Outturn

£million	Original Provision	Final Provision	Outturn
Departmental Expenditure Limit	7,693	7,979	7,636
Annually Managed Expenditure (inc Reg Rates)	6,944	7,606	7,124
RIR Borrowing	200	281	166
Total Managed Expenditure (DEL & AME)	14,836	15,866	14,926
Less Non Cash charges	-1,468	-3,745	-2,576
Less Non Voted (DEL & AME)	-3,207	-3,678	-2,065
Voted Other Expenditure outside DEL	1,023	2,169	1,134
Accruals to Cash Adjustment			-1,352
	11,184	10,612	10,067
Adjustment for 2004/05 Prior Year			21
Adjustment for 2005/06 Prior Year			-24
Supply Expenditure	11,184	10,612	10,064
Interest Payable	120	126	119
District Council Rates	300	336	354
Miscellaneous	1	1	1
Loans Repaid			213
Loans Issued			22
NICF Closing balance			0
Total Expenditure	11,605	11,075	10,773
Income			
Add in RRI	200	281	163
Rates	757	793	785
Interest Receivable	132	129	150
NICF loans repaid			104
Internal Departmental funds			101
Temporary Investments			106
Miscellaneous receipts Of which:	379	340	334
<i>NICF Balance</i>	0	99	1
<i>Continental Shelf</i>	0	0	2
<i>Central Receipts</i>	5	4	2
<i>Excess Accruing Resources</i>	24	37	33
<i>CFERS</i>	31	30	79
<i>EU CFERS</i>	319	170	218
Total Income	1,468	1,543	1,742
Block Grant	10,137	9,531	9,031

1 Totals may not sum due to roundings

£million	Original Provision	Final Provision	Outturn
Departmental Expenditure Limit	7,693	7,979	7,636
Annually Managed Expenditure (inc Reg Rates)	6,944	7,606	7,124
RIR Borrowing	200	281	166
Total Managed Expenditure (DEL & AME)	14,836	15,866	14,926
Less Non Cash charges	-1,468	-3,745	-2,576
Less Non Voted (DEL & AME)	-3,207	-3,678	-2,065
Voted Other Expenditure outside DEL	1,023	2,169	1,134
Accruals to Cash Adjustment			-1,352
	11,184	10,612	10,067
Adjustment for 2004/05 Prior Year			21
Adjustment for 2005/06 Prior Year			-24
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District Council Rates	300	336	354
Miscellaneous	1	1	1
Loans Repaid			213
Loans Issued			22
NICF Closing balance			0
Total Expenditure	11,605	11,075	10,773
Income			
Add in RRI	200	281	163
Rates	757	793	785
Interest Receivable	132	129	150
NICF loans repaid			104
Internal Departmental funds			101
Temporary Investments			106
Miscellaneous receipts Of which:	379	340	334
<i>NICF Balance</i>	0	99	1
<i>Continental Shelf</i>	0	0	2
<i>Central Receipts</i>	5	4	2
<i>Excess Accruing Resources</i>	24	37	33
<i>CFERS</i>	31	30	79
<i>EU CFERS</i>	319	170	218
Total Income	1,468	1,543	1,742
Block Grant	10,137	9,531	9,031

Table 4a¹ - Grant payable to the Northern Ireland Consolidated Fund 2005/06: Provision and Outturn

1 Totals may not sum due to roundings

£million	Original Provision	Final Provision
Departmental Expenditure Limit	8,064	8,367
Annually Managed Expenditure (inc Reg Rates)	7,547	11,206
RIR Borrowing	200	236
Total Managed Expenditure (DEL & AME)	15,811	19,809
Less Voted Non Cash charges	2,904	-7,090
Less Non Voted (DEL & AME)	3,665	-4,165
Add Voted Other Expenditure outside DEL	1,543	1,649
Supply Expenditure	10,785	10,203
Interest Payable	126	116
District Council Rates	336	375
Miscellaneous	1	1
Total Expenditure	11,248	10,695
Income		
Add in RRI	200	236
District Council Rates	336	375
Regional Rates	506	506
Interest Receivable	125	126
Miscellaneous receipts	71	216
<i>Of which:</i>		
<i>NICF Balance</i>	-	85
<i>Continental Shelf</i>	-	2
<i>Central Receipts</i>	4	2
<i>Surplus A-in-A</i>	37	33
<i>CFERS</i>	30	39
<i>EU CFERS</i>	-	55
Total Income	1,238	1,460
Block Grant Required	10,010	9,235
1 Totals may not sum due to roundings		

Table 4b² - Grant payable to the Northern Ireland Consolidated Fund 2006/07: Original and Final ProvisionTable 4b² - Grant payable to the Northern Ireland Consolidated Fund 2006/07: Original and Final Provision

£million	Original Provision	Final Provision
Departmental Expenditure Limit	8,064	8,367
Annually Managed Expenditure (inc Reg Rates)	7,547	11,206
RIR Borrowing	200	236
Total Managed Expenditure (DEL & AME)	15,811	19,809
Less Voted Non Cash charges	2,904	-7,090
Less Non Voted (DEL & AME)	3,665	-4,165
Add Voted Other Expenditure outside DEL	1,543	1,649
Supply Expenditure	10,785	10,203
Interest Payable	126	116
District Council Rates	336	375
Miscellaneous	1	1
Total Expenditure	11,248	10,695
Income		
Add in RRI	200	236
District Council Rates	336	375
Regional Rates	506	506
Interest Receivable	125	126
Miscellaneous receipts	71	216
<i>Of which:</i>		
<i>NICF Balance</i>	-	85
<i>Continental Shelf</i>	-	2
<i>Central Receipts</i>	4	2
<i>Surplus A-in-A</i>	37	33
<i>CFERS</i>	30	39
<i>EU CFERS</i>	-	55
Total Income	1,238	1,460
Block Grant Required	10,010	9,235
1 Totals may not sum due to roundings		

Table 4c³ - Grant payable to the Northern Ireland Consolidated Fund 2007/08

£million	2007/08
Departmental Expenditure Limit	9,378
Annually Managed Expenditure (inc Reg Rates)	7,772
RIR Borrowing	200
Total Managed Expenditure (DEL & AME)	17,350
Less Non Cash charges	-3,233
Less Non Voted (DEL & AME)	-4,633
Voted Other Expenditure outside DEL	1,654
Supply Expenditure	11,138
Interest Payable	126
District Council Rates	402
Miscellaneous	1
Total Expenditure	11,667
Income	
Add in RRI	200
District Council Rates	402
Regional Rates	544
Interest Receivable	125
Miscellaneous receipts	62
Of which:	
<i>NICF Balance</i>	0
<i>Continental Shelf</i>	0
<i>Central Receipts</i>	2
<i>Excess Accruing Resources</i>	30
<i>CFERS</i>	30
<i>EU CFERS</i>	0
Total Income	1,333
Block Grant	10,334

³ Totals may not sum due to roundings

Table 4c³ - Grant payable to the Northern Ireland Consolidated Fund 2007/08

£million	2007/08
Departmental Expenditure Limit	9,378
Annually Managed Expenditure (inc Reg Rates)	7,772
RIR Borrowing	200
Total Managed Expenditure (DEL & AME)	17,350
Less Non Cash charges	-3,233
Less Non Voted (DEL & AME)	-4,633
Voted Other Expenditure outside DEL	1,654
Supply Expenditure	11,138
Interest Payable	126
District Council Rates	402
Miscellaneous	1
Total Expenditure	11,667
Income	
Add in RRI	200
District Council Rates	402
Regional Rates	544
Interest Receivable	125
Miscellaneous receipts	62
Of which:	
<i>NICF Balance</i>	0
<i>Continental Shelf</i>	0
<i>Central Receipts</i>	2
<i>Excess Accruing Resources</i>	30
<i>CFERS</i>	30
<i>EU CFERS</i>	0
Total Income	1,333
Block Grant	10,334

³ Totals may not sum due to roundings

Notes Others includes casual staff and overtime (man years) * Figures are based on an average across the financial year							
1,881	1,822	1,721	1,736	1,736	1,764	1,744	Total
0	0	0	26	26	0	0	Others
1,881	1,822	1,721	1,710	1,710	1,764	1,744	CS FTE
2,165	1,972	1,872	1,839	1,756	1,637	1,620	Total
78	72	82	84	69	81	104	Others
2,087	1,900	1,790	1,755	1,687	1,556	1,516	CS FTE
2007-08 Plans*	2006-07 Estimated Outturn*	2005-06 Outturn*	2004-05 Outturn	2003-04 Outturn	2002-03 Outturn	2001-02 Outturn	Department

Table 6 - Staff Figures

1. The increase in prison costs in 2002/03 largely relates to exceptional costs of £24m impairment of fixed assets and £17m provision for security breach.							
78,824	92,223	77,557	82,020	78,175	135,673	60,679	Total Administration Budget
45,500	52,730	39,846	37,109	35,476	37,224	24,340	Other
0	100	0	0	0	0	0	Youth Justice Agency
100	729	878	1,165	1,894	2,114	1,187	Bloody Sunday Inquiry
0	3,990	4,441	4,127	4,059	4,446	3,393	Compensation Agency
16,580	13,731	12,974	22,117	20,841	76,545	22,021	Prisons 1.
2,959	2,021	1,647	1,842	1,594	1,043	832	Public Prosecution Service
7,526	12,089	11,430	11,067	9,387	9,735	4,979	Criminal Justice
6,159	6,833	6,341	4,593	4,924	4,566	3,927	Policing and security
78,824	92,223	77,557	82,020	78,175	135,672	60,679	Total Administration Budget
-12,573	-12,602	-11,604	-10,503	-10,039	-9,295	-8,287	Administration Income
91,397	104,825	89,161	92,523	88,214	144,968	68,966	Total Administration Expenditure
50,454	56,004	41,611	47,020	46,966	95,426	27,334	Other
40,943	48,821	47,550	45,503	41,248	49,542	41,632	Paybill
2007-08 Plans	2006-07 Plans	2005-06 Estimated Outturn	2004-05 Outturn	2003-04 Outturn	2002-03 Outturn	2001-02 Outturn	Administration Expenditure

Table 5 - NIO Administration Costs

Table 5 - NIO Administration Costs

	£ 000's						
	2001-02 Outturn	2002-03 Outturn	2003-04 Outturn	2004-05 Outturn	2005-06 Estimated Outturn	2006-07 Plans	2007-08 Plans
Administration Expenditure							
Paybill	41,632	49,542	41,248	45,503	47,550	48,821	40,943
Other	27,334	95,426	46,966	47,020	41,611	56,004	50,454
Total Administration Expenditure	68,966	144,968	88,214	92,523	89,161	104,825	91,397
Administration Income	-8,287	-9,295	-10,039	-10,503	-11,604	-12,602	-12,573
Total Administration Budget	60,679	135,672	78,175	82,020	77,557	92,223	78,824
Analysis by activity:							
Policing and security	3,927	4,566	4,924	4,593	6,341	6,833	6,159
Criminal Justice	4,979	9,735	9,387	11,067	11,430	12,089	7,526
Public Prosecution Service	832	1,043	1,594	1,842	1,647	2,021	2,959
Prisons 1.	22,021	76,545	20,841	22,117	12,974	13,731	16,580
Compensation Agency	3,393	4,446	4,059	4,127	4,441	3,990	0
Bloody Sunday Inquiry	1,187	2,114	1,894	1,165	878	729	100
Youth Justice Agency	0	0	0	0	0	100	0
Other	24,340	37,224	35,476	37,109	39,846	52,730	45,500
Total Administration Budget	60,679	135,673	78,175	82,020	77,557	92,223	78,824

1. The increase in prison costs in 2002/03 largely relates to exceptional costs of £24m impairment of fixed assets and £17m provision for security breach.

Table 6 - Staff Figures

		2001-02 Outturn	2002-03 Outturn	2003-04 Outturn	2004-05 Outturn	2005-06 Outturn*	2006-07 Estimated Outturn*	2007-08 Plans*
Department	CS FTE	1,516	1,556	1,687	1,755	1,790	1,900	2,087
	Others	104	81	69	84	82	72	78
	Total	1,620	1,637	1,756	1,839	1,872	1,972	2,165
NI Prison Service	CS FTE	1,744	1,764	1,710	1,710	1,721	1,822	1,881
	Others	0	0	26	26	0	0	0
	Total	1,744	1,764	1,736	1,736	1,721	1,822	1,881

Notes
Others includes casual staff and overtime (man years)
* Figures are based on an average across the financial year

Table 7 - Senior Civil Service Salaries

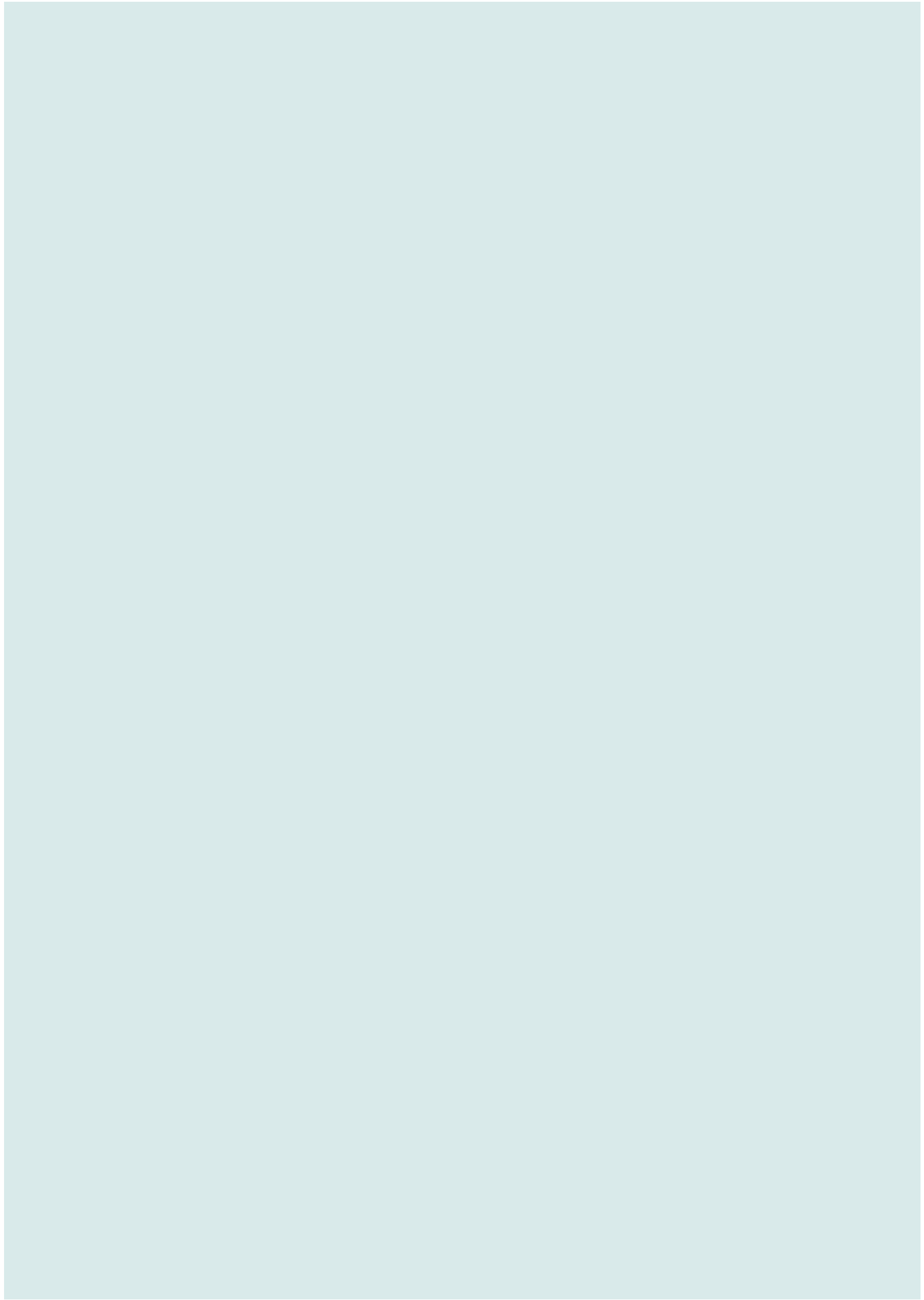
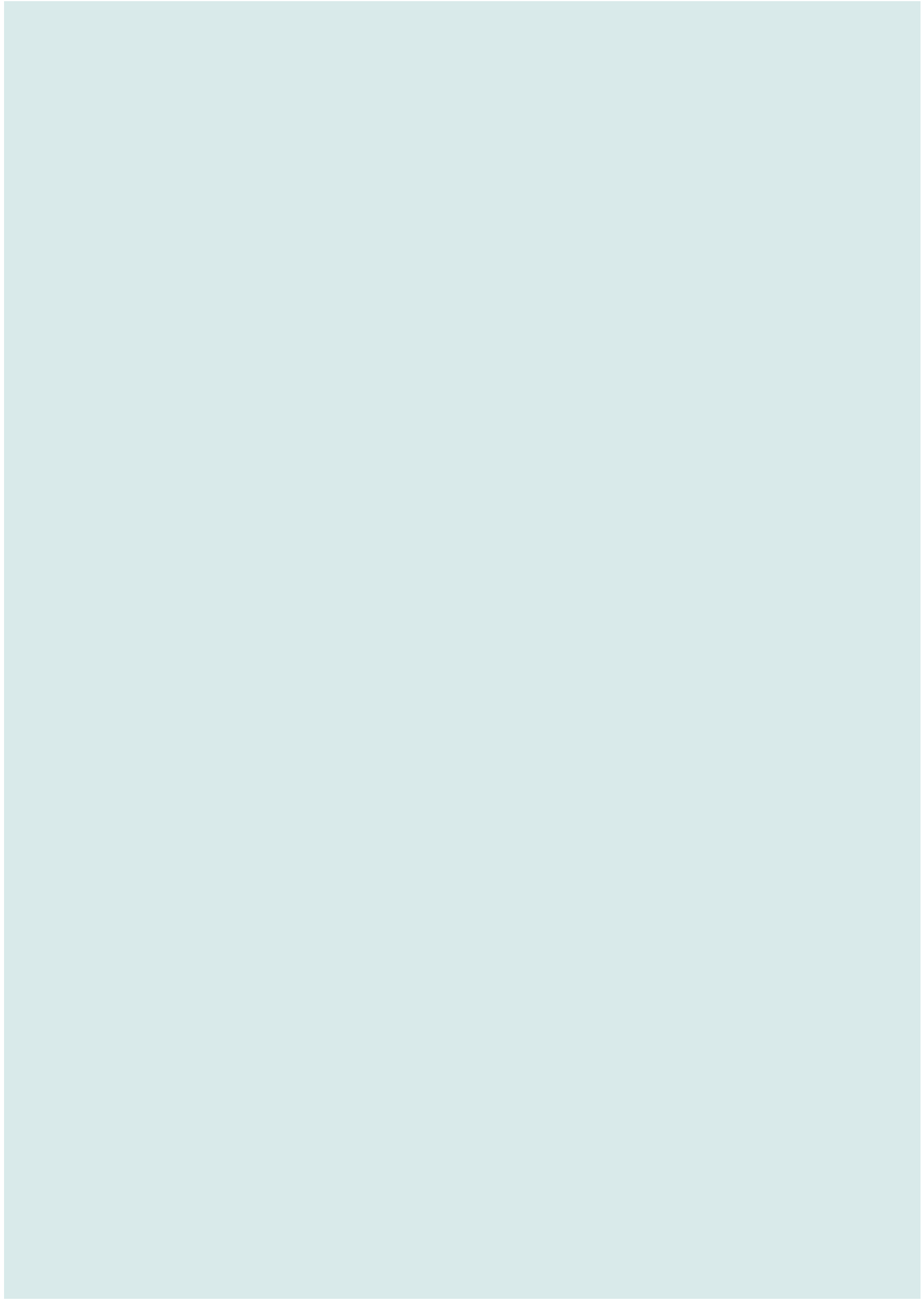
Salary Band	Number of staff
£55,000 to £59,999	14
£60,000 to £64,999	7
£65,000 to £69,999	8
£70,000 to £74,999	5
£75,000 to £79,999	3
£80,000 to £84,999	4
£85,000 to £89,999	2
£90,000 to £94,999	2
£95,000 to £99,999	1
£100,000 to £104,999	3
£105,000 to £109,999	1
£110,000 to £114,999	0
£115,000 to £119,999	0
£120,000 to £124,999	0
£125,000 to £129,999	0
£130,000 to £134,999	0
£135,000 to £139,999	0
£140,000 to £144,999	0
£145,000 to £149,999	0
£150,000 to £154,999	1
Total	51

Salary Band	Number of staff
£55,000 to £59,999	14
£60,000 to £64,999	7
£65,000 to £69,999	8
£70,000 to £74,999	5
£75,000 to £79,999	3
£80,000 to £84,999	4
£85,000 to £89,999	2
£90,000 to £94,999	2
£95,000 to £99,999	1
£100,000 to £104,999	3
£105,000 to £109,999	1
£110,000 to £114,999	0
£115,000 to £119,999	0
£120,000 to £124,999	0
£125,000 to £129,999	0
£130,000 to £134,999	0
£135,000 to £139,999	0
£140,000 to £144,999	0
£145,000 to £149,999	0
£150,000 to £154,999	1
Total	51

Table 7 - Senior Civil Service Salaries

Appendix G

Appendix G



Improvement Strategies

Six Service Standards for Central Government

(Excluding Ministerial correspondence)

The six national standards for central government were introduced to the NIO and its three Executive Agencies in October 1999. The Director of Public Prosecutions' Offices voluntarily apply standards 1 and 2.

The NIO is not a major deliverer of services to the general public but, even though no longer formally monitored by the Cabinet Office, the Department continues to use them as a way to ensure it maintains a good customer service to the general public. The Standards are to:-

Answer your letters quickly and clearly.

Against the key standard of answering letters quickly and clearly, within a Departmental target of 15 working days, performance for the period 1 January 2006 - 31 December 2006 was as follows:-

% in target	Number of Letters received	
79%	753	NIO core
99%	1554	Northern Ireland Prison Service
98%	92	Forensic Science Northern Ireland
100%	13,467	The Compensation Agency
97%	549	Public Prosecution Service for NI.
100%	455	Youth Justice Agency

It should be noted that some parts of the Department impose a local target of replying to correspondence within 10 working days. In particular the Compensation Agency which has responded to a vast amount of correspondence during 2006.

See you within 10 minutes of any appointment you have made at its offices.

The Department's direct contact with the general public is very limited. The Northern Ireland Prison Service maintained a 100% record of seeing visitors within ten minutes of their pre-arranged appointment.

Answer telephone calls quickly and helpfully.

The public switchboard services are subject to a Service Level Agreement - response time is set at a maximum of 20 seconds during normal operating conditions. The switchboard service is backed up by a 24 hour service provided through a duty officer scheme

Provide clear and straightforward information about its services and those of related providers, along with one or more telephone enquiry numbers and e-mail addresses to help you or to put you in touch with someone who can.

Details about the NIO, its Agencies, Legal Offices and Non-Departmental Public Bodies can be found in this report, in the Northern Ireland telephone directory and on the Departmental website <http://www.nio.gov.uk>.

Each agency has its own website and details can be found at the back of the report.

Have a complaints procedure, or procedures, for the service it provides, publicise it, including on the internet, and send you information about it if you ask.

The NIO has a complaints procedure. It too can be found on the website.

Do everything reasonably possible to make its services available to everyone, including people with special needs. Consult users and potential users regularly about the service it provides and report on the result.

Consultation documents and packs for public appointments can, on request, be provided in Braille, audio and various languages. The Office continues to provide a text telephone service.

Improvement Strategies

Six Service Standards for Central Government

(Excluding Ministerial correspondence)

The six national standards for central government were introduced to the NIO and its three Executive Agencies from April 1997. The service standards were revised in October 1999. The Director of Public Prosecutions' Offices voluntarily apply standards 1 and 2.

The NIO is not a major deliverer of services to the general public but, even though no longer formally monitored by the Cabinet Office, the Department continues to use them as a way to ensure it maintains a good customer service to the general public. The Standards are to:-

Answer your letters quickly and clearly.

Against the key standard of answering letters quickly and clearly, within a Departmental target of 15 working days, performance for the period 1 January 2006 - 31 December 2006 was as follows:-

	Number of Letters received	% in target
NIO core	753	79%
Northern Ireland Prison Service	1554	99%
Forensic Science Northern Ireland	92	98%
The Compensation Agency	13,467	100%
Public Prosecution Service for NI.	549	97%
Youth Justice Agency	455	100%

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Ministerial Correspondence from MPs

For the calendar year 2006, the performance was as follows:-

Ministerial correspondence from MPs/Peers: 1 January 2006-31 December 2006

Department/Agency	Target set for reply (Working days)	Number of letters received	Number of letters where reply is required	% of replies (where reply is required) within targets
NIO Core	10	506	341	67.4%
Northern Ireland Prison Service	10	34	34	85.3%
FSNI	10	0	0	-
Compensation Agency	7	39	39	85%
Youth Justice Agency	10	0	0	-
Public Prosecution Service	10	0	0	-

Payment Performance

The NIO, including its agencies, is complying with the British Standard for achieving good payment performance in commercial Transactions (BS7890). Under the Standard, the policy is to pay bills in accordance with contractual conditions or, where no such conditions exist, within 30 days of receipt of goods and services or the presentation of a valid invoice, whichever is the later. Complaints about failure to pay on time are investigated promptly, explanations are provided to the complainant and, where the delay is attributed to the Department, apologies are made.

The total number of payments (estimated) for the 2006/07 financial year was 83,886, of which 73,583 (87.7%) will be settled within 30 days of the agreed contractual term if otherwise specified. Performance was as follows:-

	NIO Core*	NIPS	FSNI	Compensation Agency	Youth Justice Agency	Total
Total Number of invoices processed	45,745	24,688	3,342	494	9617	83,886
Total processed within 30 days	36,517	24,268	3,208	474	9,116	73,583
Percentage processed within 30 days*	79.8%*	98.3%	96.0%	96.0%	94.8%	87.7%

* The NIO Core's percentage of 79.8% is an average over the entire financial year. The percentage fell between October and December 2006 due to staff shortages but it is usually around 90%.

Department/Agency	Target set for reply (Working days)	Number of letters received	Number of letters where reply is required	% of replies (where reply is required) within targets
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Ministerial correspondence from MPs/Peers: 1 January 2006-31 December 2006

For the calendar year 2006, the performance was as follows:-

Ministerial Correspondence from MPs

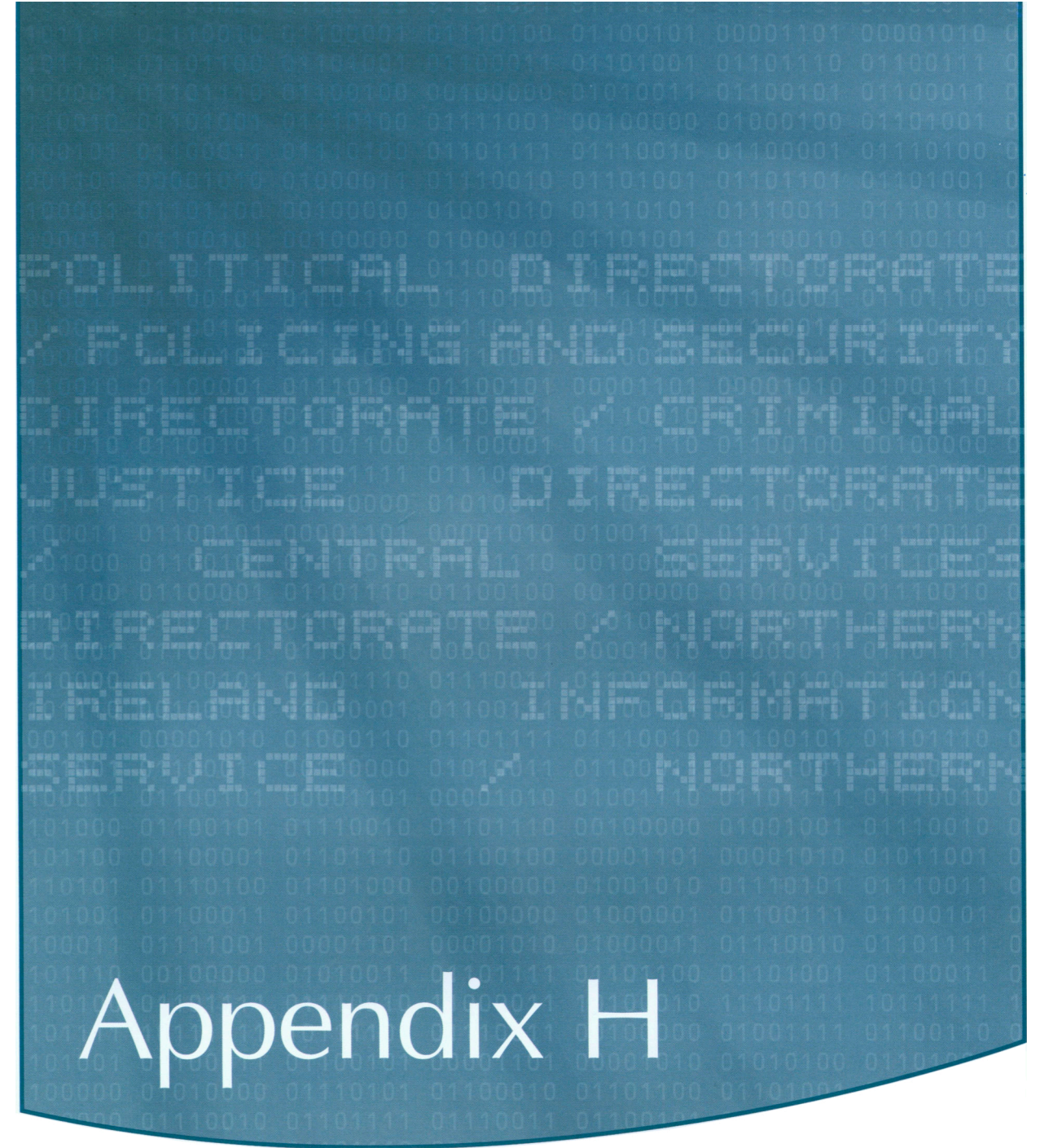
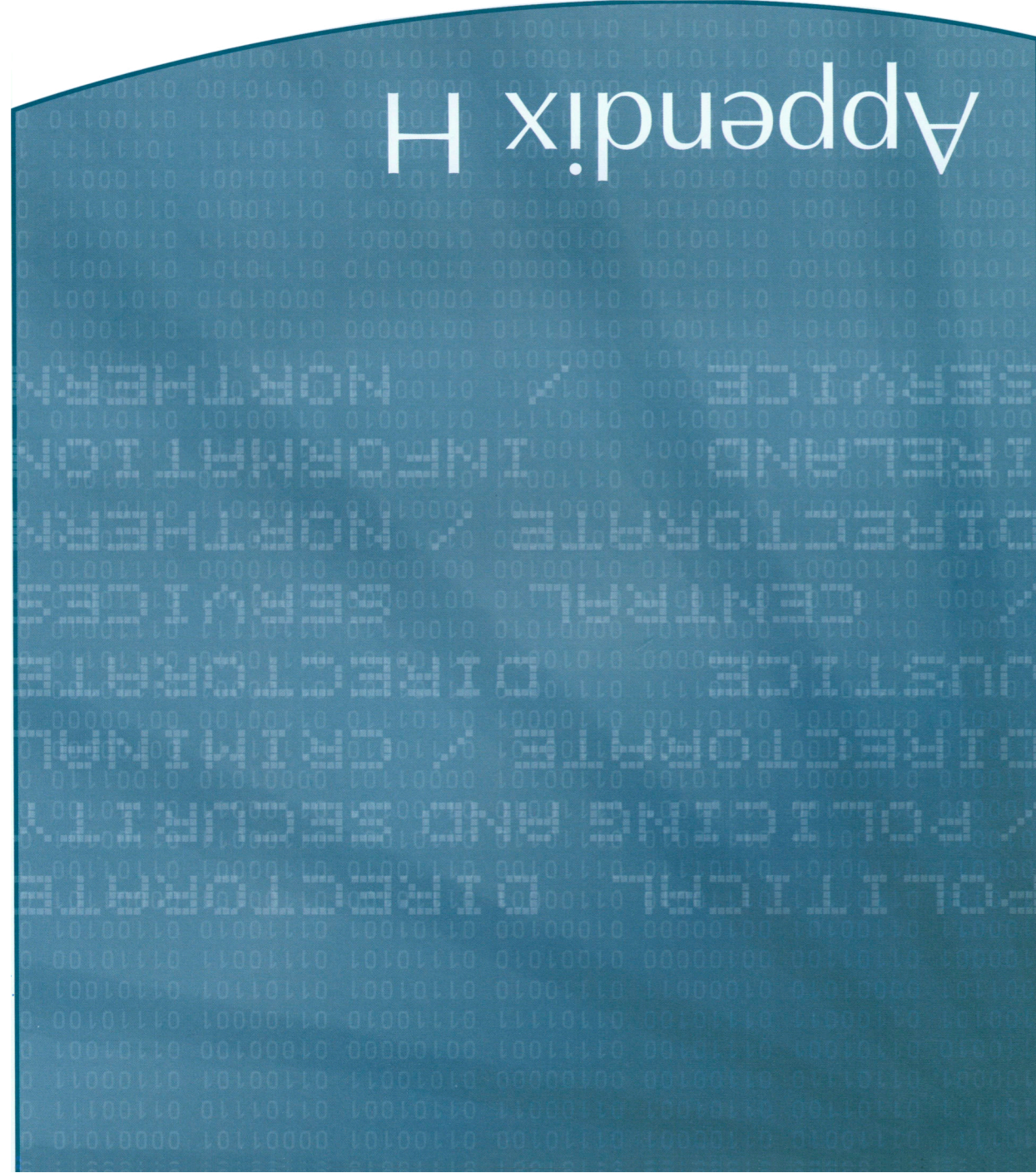
Department/Agency	Target set for reply (Working days)	Number of letters received	Number of letters where reply is required	% of replies (where reply is required) within targets
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NIPS	24,688	24,268	24,268	98.3%
FSNI	3,342	3,208	3,208	96.0%
Compensation Agency	494	474	474	96.0%
Youth Justice Agency	9617	9,116	9,116	94.8%
Total	83,886	73,583	73,583	87.7%

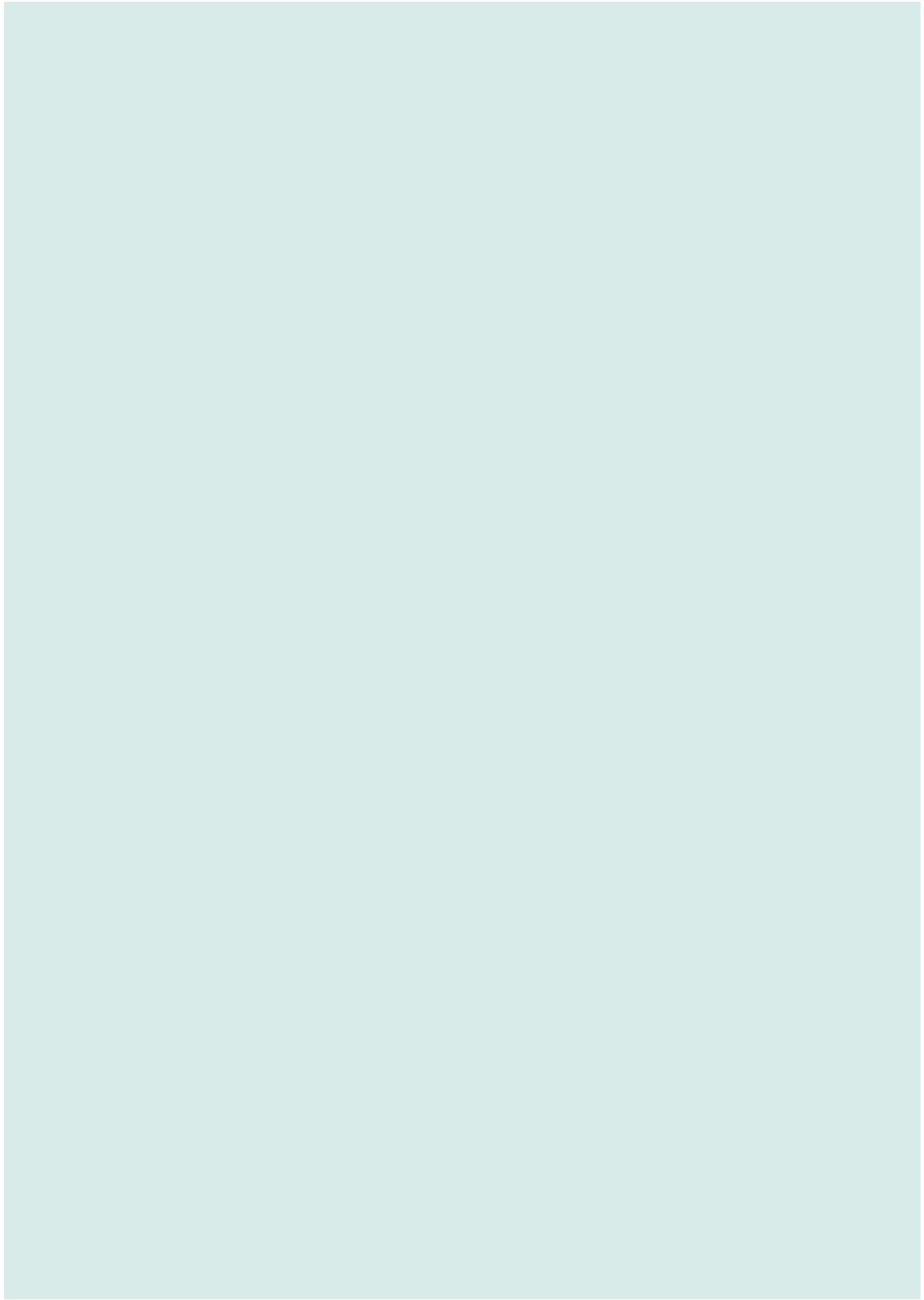
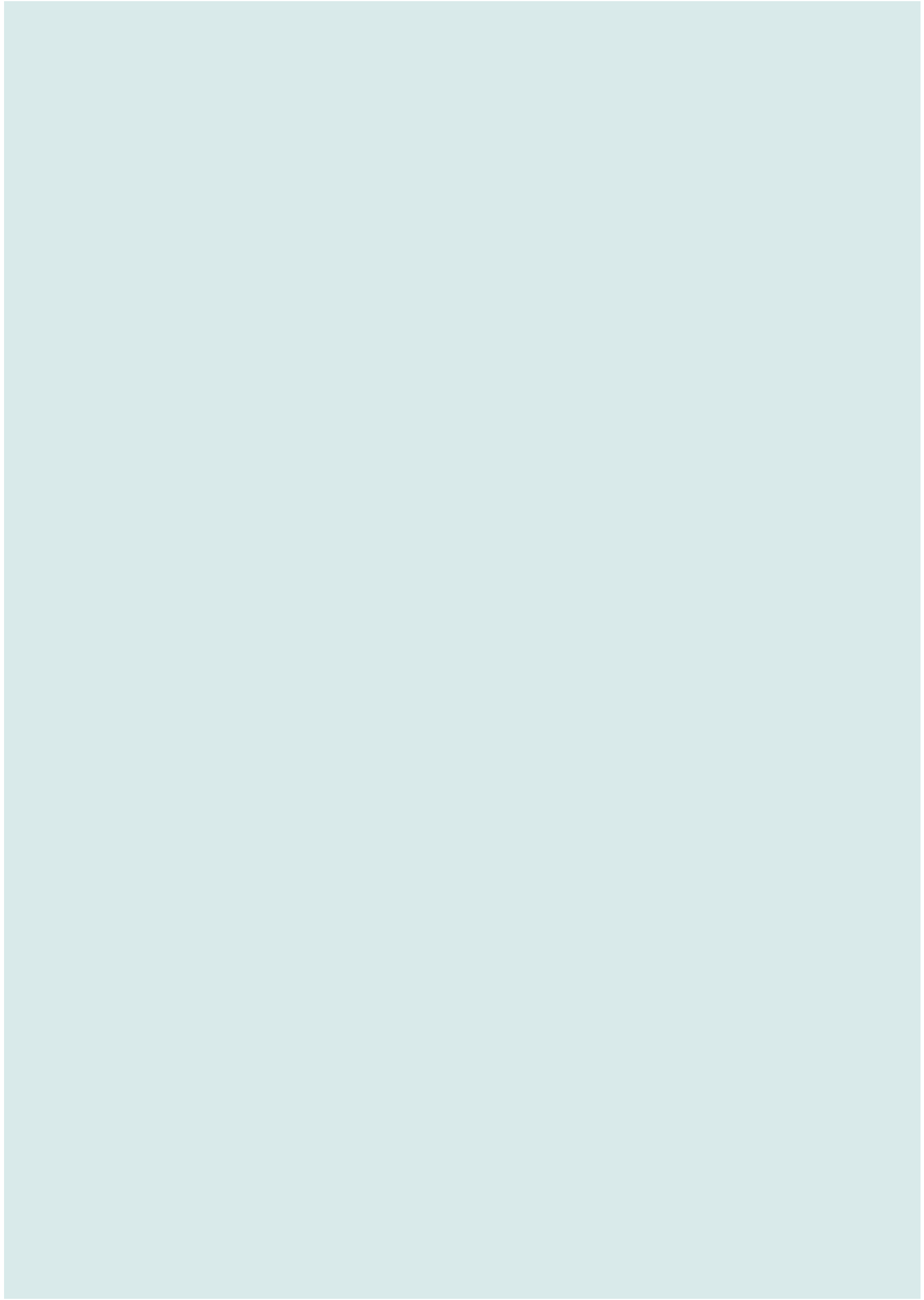
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Further Information (including Internet Websites)

Further information may be obtained from:-

- **Central Management Unit**
Stormont House Annexe
Stormont
BELFAST BT4 3SH
Telephone: 028 9052 7066
Fax: 028 9052 7050
E-mail: donna.knowles@nio.x.gsi.gov.uk
Website: www.nio.gov.uk
- **Compensation Agency for Northern Ireland**
Royston House
34 Upper Queen Street
BELFAST BT1 6FD
Telephone: 028 9024 9944
Fax: 028 9024 6956
E-mail: comp-agency@nics.gov.uk
Website: www.compensationni.gov.uk
- **Forensic Science Northern Ireland**
Seapark
151 Belfast Road
CARRICKFERGUS BT38 8PL
Telephone: 028 9036 1888
Fax: 028 9036 1900
E-mail: forensic.science@fsni.gov.uk
Website: www.fsni.gov.uk
- **Northern Ireland Prison Service**
Dundonald House
Upper Newtownards Road
BELFAST BT4 3SU
Telephone: 028 9052 5065
Fax: 028 9052 4330
E-mail: info@niprisonservice.gov.uk
Website: www.niprisonservice.gov.uk
- **Youth Justice Agency**
41-43 Waring Street,
BELFAST BT1 2DY
Telephone: 028 9031 6400
Fax: 028 9031 6402/3
E-mail: info@yjani.gov.uk
Website: www.youthjusticeagency.ni.gov.uk

- **Crown Solicitor's Office**
Royal Courts of Justice
Chichester Street
BELFAST BT1 3JY
Telephone: 028 9054 6065
Fax: 028 9054 6049
E-Mail: jennifer.ritchie@csoni.gov.uk

- **Public Prosecution Service**
Belfast Chambers
93 Chichester Street
BELFAST BT1 3JR
Telephone: 028 9089 7102
Fax: 028 9089 7030
E-Mail: info@ppsni.gsi.gov.uk
Website: ppsni.gov.uk

- **Police Service of Northern Ireland**
Brooklyn
Knock Road
BELFAST BT5 6LE
Telephone: 028 9065 0222
Fax: 028 9090 1242
E-Mail: info@psni.pnn.police.uk
Website: www.psnipolice.uk

- **Northern Ireland Policing Board**
Waterside Tower
31 Clarendon Road
Clarendon Dock
BELFAST BT1 3BG
Telephone: 028 9040 8500
Fax: 028 9040 8540
E-mail: information@nipolicingboard.org.uk
Website: www.nipolicingboard.org.uk

- **Office of Police Ombudsman**
New Cathedral Buildings
St Anne's Square
11 Church Street
BELFAST BT1 1PG
Telephone: 028 9082 8600
Fax: 028 9082 8659
E-mail: info@policeombudsman.org
Website: www.policeombudsman.org

- **Central Management Unit**
Stormont House Annexe
Stormont
BELFAST BT4 3SH
Telephone: 028 9052 7066
Fax: 028 9052 7050
E-mail: donna.knowles@nio.x.gsi.gov.uk
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Fax: 028 9024 6956
E-mail: comp-agency@nics.gov.uk
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- **Forensic Science Northern Ireland**
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CARRICKFERGUS BT38 8PL
Telephone: 028 9036 1888
Fax: 028 9036 1900
E-mail: forensic.science@fsni.gov.uk
Website: www.fsni.gov.uk
- **Northern Ireland Prison Service**
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Upper Newtownards Road
BELFAST BT4 3SU
Telephone: 028 9052 5065
Fax: 028 9052 4330
E-mail: info@niprisonservice.gov.uk
Website: www.niprisonservice.gov.uk
- **Youth Justice Agency**
41-43 Waring Street,
BELFAST BT1 2DY
Telephone: 028 9031 6400
Fax: 028 9031 6402/3
E-mail: info@yjani.gov.uk
Website: www.youthjusticeagency.ni.gov.uk

Further information may be obtained from:-

- **Crown Solicitor's Office**
Royal Courts of Justice
Chichester Street
BELFAST BT1 3JY
Telephone: 028 9054 6065
Fax: 028 9054 6049
E-Mail: jennifer.ritchie@csoni.gov.uk
- **Public Prosecution Service**
Belfast Chambers
93 Chichester Street
BELFAST BT1 3JR
Telephone: 028 9089 7102
Fax: 028 9089 7030
E-Mail: info@ppsni.gsi.gov.uk
Website: ppsni.gov.uk
- **Police Service of Northern Ireland**
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Knock Road
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E-Mail: info@psni.pnn.police.uk
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- **Northern Ireland Policing Board**
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31 Clarendon Road
Clarendon Dock
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Website: www.nipolicingboard.org.uk
- **Office of Police Ombudsman**
New Cathedral Buildings
St Anne's Square
11 Church Street
BELFAST BT1 1PG
Telephone: 028 9082 8600
Fax: 028 9082 8659
E-mail: info@policeombudsman.org
Website: www.policeombudsman.org

Further Information (including Internet Websites)

■ **Probation Board for Northern Ireland**

80-90 North Street
BELFAST BT1 1LD
Telephone: 028 9026 2400
Fax: 028 9026 2470
Email: info@pbni.org.uk
Website: www.pbni.org.uk

■ **Criminal Justice Inspection for Northern Ireland**

14 Great Victoria Street
BELFAST BT2 7BA
Telephone: 028 9025 8000
Fax: 028 9025 8033
E-mail: info@cjini.org
Website: www.cjini.org

■ **Equality Commission for Northern Ireland**

Equality House
7-9 Shaftesbury Square
BELFAST BT2 7DP
Telephone: 028 9050 0600
Textphone: 028 9050 0589
Fax: 028 9024 8687
E-mail: information@equalityni.org
Website: www.equalityni.org

■ **Northern Ireland Human Rights Commission**

Temple Court
39 North Street
BELFAST BT1 1NA
Telephone: 028 9024 3987
Fax: 028 9024 7844
E-mail: information@nihrc.org
Website: www.nihrc.org

■ **Boundary Commission for Northern Ireland**

Forrestview
Purdys Lane
NEWTOWNBREDA
BT8 7AR
Telephone: 028 9069 4800
Fax: 028 9069 4801
E-mail: bcni@belfast.org.uk
Website: www.boundarycommission.org

■ **The Office of the Justice Oversight Commissioner**

10 Cromac Place
Cromac Wood
Ormeau Road
BELFAST BT7 2JB
Telephone: 028 9033 2040
Fax: 028 9033 3256
Email: cjoc@justiceoversight.com
Website: www.justiceoversight.com

■ **Parades Commission**

12th Floor
Windsor House
9-15 Bedford Street
BELFAST BT2 7EL
Telephone: 028 9089 5900
Fax: 028 9032 2988
E-mail: info@paradescommission.org
Website: www.paradescommission.org

■ **Chief Electoral Officer for Northern Ireland**

St. Anne's House
Church Street
BELFAST BT1 1ER
Telephone: 028 9044 6688
Textphone: 028 9044 6698
Fax: 028 9023 5612
E-mail: info@eoni.gov.uk
Website: www.electoraloificeni.gov.uk

■ **British-Irish Intergovernmental Secretariat**

20th Floor
Windsor House
9-15 Bedford Street
BELFAST BT2 7EL
Telephone: 028 9044 3900
Fax: 028 9044 3919
E-mail: bis@nio.gov.uk

■ **Criminal Injuries Compensation Appeals Panel Northern Ireland**

2nd Floor
The Corn Exchange Building
31 Gordon Street
BELFAST BT1 2LG
Telephone: 028 9092 4400
Fax: 028 9092 4420
E-mail: cicapni@nics.gov.uk
Website: www.cicapni.org.uk

■ **Civil Service Commissioners for Northern Ireland**

5th Floor,
Windsor House
9 - 15 Bedford Street
BELFAST BT2 7SR
Telephone: 028 9054 9151
Fax: 028 9054 9414
E-mail: ocsc@nics.gov.uk
Website: www.nicscommissioners.org

12th Floor
Windsor House
9 - 15 Bedford Street
BELFAST BT2 7SR
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Fax: 028 9054 9414
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■ **The Office of the Justice Oversight Commissioner**

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Cromac Wood
Ormeau Road
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