



Northern
Ireland
Office

Autumn Performance Report 2008







Northern Ireland Office Autumn Performance Report 2008

Presented to Parliament by the Secretary of State for Northern Ireland

By Command of Her Majesty

Dec 2008



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Foreword

By the Right Honourable Shaun Woodward MP, Secretary of State for Northern Ireland

I am pleased to present to Parliament the Northern Ireland Office's Autumn Performance Report covering the period from 1 April until 30 September 2008.

I would like to take this opportunity to personally thank staff throughout the Department and my Ministerial colleague, Paul Goggins MP, for all their hard work throughout this busy period.

There have been many significant developments on a broad range of issues in Northern Ireland over the six month period of this report.

The most important for the long term future of Northern Ireland is the agreement, announced on 17 November by the First and deputy First Ministers, on the process to facilitate the devolution of policing and justice powers to the Northern Ireland Assembly. This agreement also brought to an end several months of political impasse which had prevented meetings of the Northern Ireland Executive.

This agreement is the start of a new chapter for Northern Ireland which will complete the process of devolution with the transfer of policing and justice powers to locally elected politicians in the power-sharing Assembly at Stormont.

It marks the maturing of democracy in Northern Ireland. Negotiations that led to the Belfast and St Andrews Agreements were driven by the British and Irish Governments. This agreement was driven, and made, by the political parties of Northern Ireland themselves. Its essential strength rests in being an agreement made by Belfast and in Belfast for all the people of Northern Ireland.

The British Government remains ready to help the parties continue to move forward and will now finish preparations for legislation and the Orders for the transfer of powers when the Assembly expresses its wish to effect the transition.

No one should underestimate the significance of completing devolution for the local Assembly and the people of Northern Ireland.

It will send a clear signal around the world that Northern Ireland has a stable future and reinforce to the many leading American business leaders who visited in May for the Investment Conference that this is an attractive and sound place to invest.


No less ground breaking and historic was the report by the Independent Monitoring Commission in September stating that the IRA Army Council is 'no longer operational or functional' – in effect redundant.

For as long as policing and justice remain the responsibility of the NIO we will continue to take steps to ensure the efficient and effective operation of the policing and criminal justice system in Northern Ireland.

During the last six months, a new sentencing framework to increase public protection has been introduced and the fight against organised crime strengthened with the merger of the Serious Organised Crime Agency with the Assets Recovery Agency.

New public protection sentences for sexual and violent crimes came into effect in May of this year and other sections of the Criminal Justice Act, including the creation of Northern Ireland's first ever Parole Commissioners and the electronic monitoring of offenders, will come into effect over the next few months.





Paul Goggins also took through Parliament legislation which radically reformed the law in relation to sexual offences in Northern Ireland and provided greater protection to young people and vulnerable adults.

A decade on from the signing of the Belfast Agreement every aspect of life has changed for the better for the people of Northern Ireland. The challenge for the NIO is to continue to play its part in cementing the progress made and supporting the next steps.



Rt Hon Shaun Woodward MP
Secretary of State for Northern Ireland







Northern Ireland Office Ministerial Responsibilities

Secretary of State for Northern Ireland

The Rt Hon Shaun Woodward MP

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



Minister of State

Paul Goggins MP

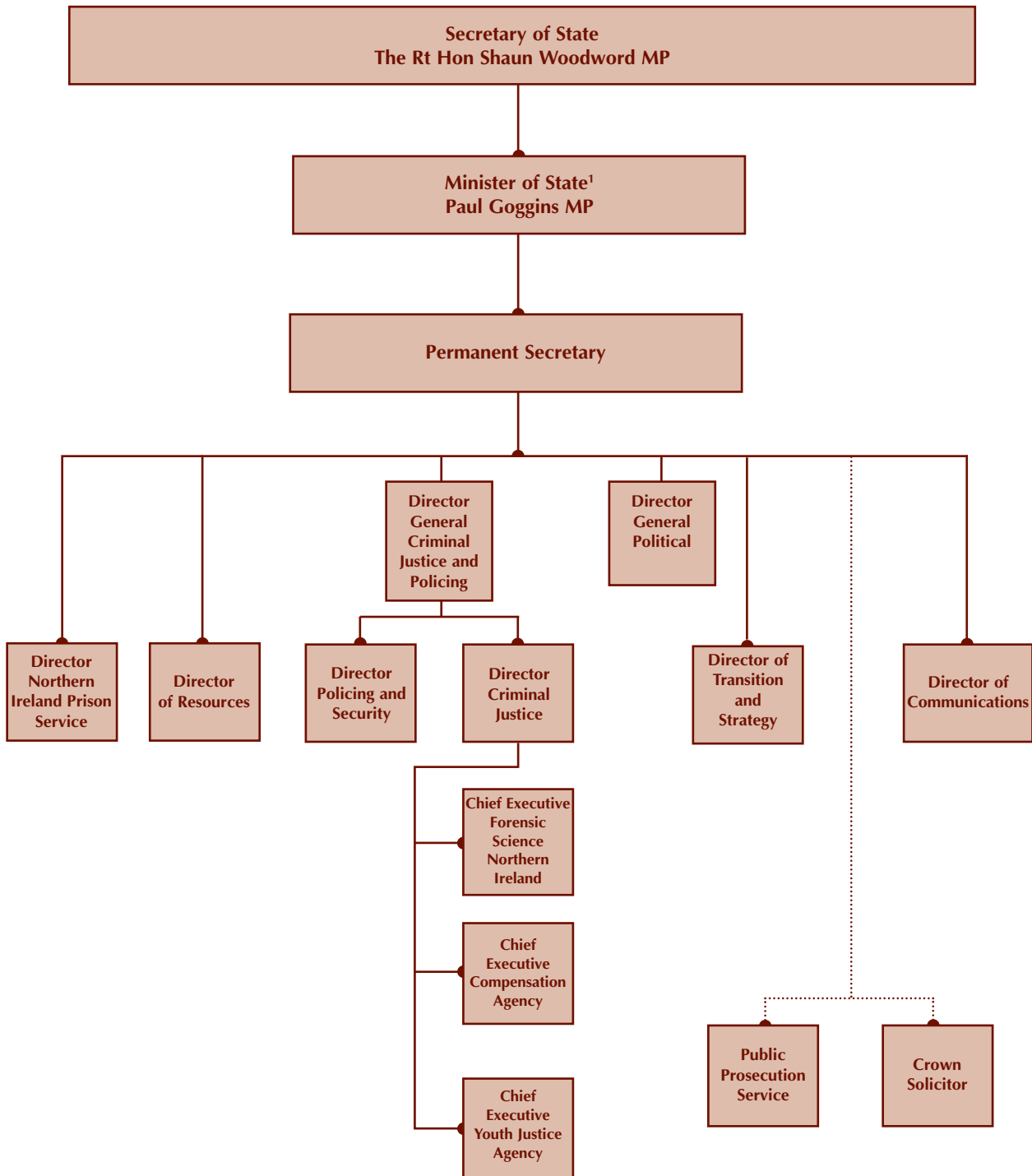
- Criminal Justice
- Security and Policing
- Prisons
- Organised Crime Task Force
- Equality, Human Rights, Elections.



Northern Ireland Spokesperson in the Lords

Baroness Royall of Blaisdon

Structure of the Northern Ireland Office



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



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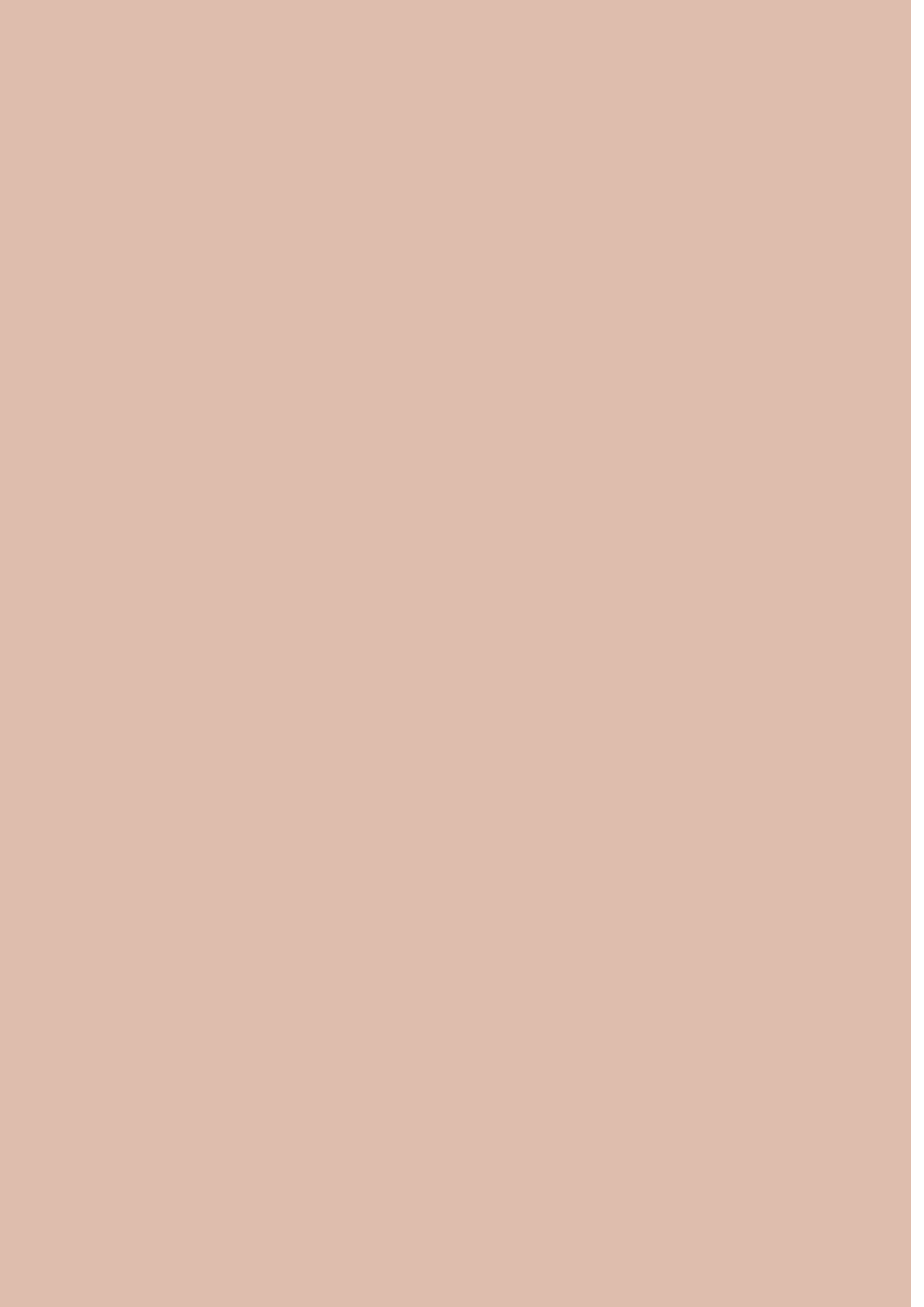
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Chapter 1

Aim, Vision and Structure





Chapter 1

Aim, Vision and Structure

Introduction

The Secretary of State is responsible for representing Northern Ireland's interests within the UK Government. In addition, he has policy responsibility for a range of constitutional, security, policing and justice policies in Northern Ireland and overall responsibility for ensuring political stability. Following the return of devolved government in May 2007, the Secretary of State is assisted in this role by a Minister 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 address is <http://www.nio.gov.uk>.

The purpose of this Autumn Performance Report is to provide an end of period report on performance against the Department's SR2004 PSA targets and Efficiency Programme and an account of the Northern Ireland Office's progress against all CSR07 Public Service Agreement outcomes, Departmental Strategic Objectives and Value for Money commitments identified in its Public Service Agreement in the six months since the publication of the annual Departmental Report.

Aim and Vision

The overarching aim of the Northern Ireland Office for 2008/09 is ***"To build and maintain a safe, peaceful and prosperous society as envisaged in the 1998 Belfast Agreement, within which devolved government is operating on a stable basis, the rights and identities of all traditions in Northern Ireland are respected and safeguarded, and there is confidence in public institutions."*** Its vision is ***"a safe and peaceful Northern Ireland with stable, devolved Government working for everyone"***.

Management Structure

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

The Management Board is made up as follows:

- Jonathan Phillips – Permanent Secretary (Chairman)
- Hilary Jackson – Director General, Political
- Nick Perry – Director General, Criminal Justice and Policing
- Stephen Leach – Director, Criminal Justice
- Carol Moore – Director, Policing and Security
- Robin Masefield – Director, Northern Ireland Prison Service
- Anthony Harbinson – Director of Resources
- Dennis Godfrey – Director of Communications
- Peter May – Director of Transition and Strategy

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

Chapter 1

Aim, Vision and Structure

- James Conn – Crown Solicitor
- Rotha Johnston – Non-executive Board Member
- John King – Non-executive Board Member and Chair of the Departmental Audit Committee.

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.

The Northern Ireland Office also operates with a Departmental Audit Committee 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.

The Northern Ireland Office consists of a core department, made up of four separate but integrated functions:

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

A range of other matters are dealt with through a network of associated bodies. These deliver the business of 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 Law Offices
- Non-Departmental Public Bodies (NDPBs), Executive and Advisory
- Independent Monitoring Bodies
- Independent Statutory Bodies
- Other Public Bodies.

These differ considerably from each other in terms of their formal status, intended purpose, statutory or other responsibilities, the degree of independence from government and their size.

Chapter 2

Planning and Resources





Chapter 2

Planning and Resources

Introduction

In common with other government departments, Parliament grants the NIO the resources to meet its key tasks and priorities. The mechanism which determines the level of resources needed is the spending review, normally conducted by the Treasury every two years. Arising from the spending review process the NIO publishes a Public Service Agreement (PSA) which sets out its strategic objectives and priority actions for the three year period of the spending review. The NIO's most recent priorities are set out in its CSR07 Public Service Agreement.

The period covered by this report falls within the first six months of the 2007 Comprehensive Spending Review (CSR07) period. As well as reporting progress during this period, the report also provides an end of period report on performance against the Department's SR2004 PSA targets.

Resources and Priorities

The NIO's budget for 2008/09 is £1.2 billion. The main tasks involved in delivering the Department's programme of work are as follows:

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

Public Service Agreement

The NIO's main objectives and highest priority targets for the period of this report are described in its Public Service Agreement. 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 and performance against each of the targets is monitored and reported to the Treasury and published on both a six-monthly basis and annually.

Chapter 2

Planning and Resources

Evolution of SR2004 Objectives and Targets

The NIO's first PSA, which was developed as part of SR2000, identified the key aspects of the Department's business as seven objectives and nine targets which spanned politics, security and policing, the criminal justice system and value for money. When the Department was considering its SR2002 PSA, it became clear that nine targets did not represent a particularly good focus on the key business. Therefore, whilst all the original seven objectives were retained the targets were reduced to four key areas. In line with the need for continuity, the Department retained in the SR2004 PSA 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. Chapter 3 provides an update on performance against the SR2004 PSA targets as well as on the SR2004 Efficiency Programme.

The SR2004 PSA has been published and may be found in Appendix A

CSR07 Settlement

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

Table 2.1 - NIO Baseline and Additions

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

* Full resource budgeting basis, net of depreciation

Departmental Strategic Objectives and Public Service Agreement Outcomes

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

Sitting alongside these DSOs within the framework are two Public Service Agreement outcomes for the Department: "Make Communities Safer" and "Justice for All". These reflect national PSAs and are supported by published delivery agreements. Chapter 4 deals with performance in relation to these DSOs and PSA outcomes during the first six months of the CSR07 period.

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



Value for Money

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

A copy of the NIO's Value for Money Delivery Agreement is available on the NIO internet and progress against VFM targets can be found in chapter 4.

Asset Management Strategy

The Northern Ireland Office's Asset Management Strategy (AMS) covering the period April 2008 to March 2011 is available on the NIO internet. The AMS includes a survey of the Department's asset base together with asset disposal plans and forward investment plans over the spending review period.

Annual Report of Resource Accounts

The NIO publishes an Annual Report of Resource Accounts which presents the Department's accounts for the financial year. Included within the report is the Operating and Financial Review. This details financial objectives, financial performance, service developments and cost pressures and financial risk. The 2007/08 Resource Accounts were published on 16 July 2008 and are available on the NIO web site.



Chapter 3

Delivery of SR2004 Efficiency Targets
and PSA Objectives and Targets





Chapter 3

Delivery of SR2004 Efficiency Targets and PSA Objectives and Targets

Progress against SR2004 Efficiency Targets

The 2004 Spending Review committed the Northern Ireland Office to achieving a target of £90 million of efficiency gains by March 2008 as part of the Government's overall efficiency target based on Sir Peter Gershon's report, 'Independent Review of Public Sector Efficiency' (July 2004).

By March 2008, this target was achieved with efficiency gains of £92.6m realised. The Department has been permitted by HM Treasury to carry over £11m of over-achieved efficiency gains to its current Value for Money programme.

Overview of Efficiency Gains

Some 170 efficiency initiatives were identified, ranging from large projects, such as NICHE (a replacement enterprise wide ICT infrastructure solution for PSNI) to smaller projects such as improvements in contracts for cleaning services.

The table below shows the efficiency gains the Department has delivered broken down by the NIO's six Efficiency Programme Delivery Groups. At the end of the 2007/08 financial year, £92.6m of efficiency savings were delivered. Of the total £92.6m savings, £62.5m is cashable. As part of the programme measures were put in place to ensure that service quality was at least maintained, if not improved.

Table 3.1 - Overview of Efficiency Gains

DELIVERY GROUP	Results for 2004/05 (£000s)	Results for 2005/06 (£000s)	Results for 2006/07 (£000s)	Final Results for 2007/08 (£000s)
Police Service of Northern Ireland (PSNI)	5,200	30,026	64,701	72,370
Northern Ireland Prison Service (NIPS)	1,243	4,260	5,024	5,160
Central Services Directorate	1,200	2,380	2,445	2,710
Criminal Justice Directorate	355	7,162	8,026	9,038
Policing and Security Directorate	226	1,708	2,097	2,170
Political Directorate	378	1,069	1,144	1,200
NIO Total	8,602	46,605	83,437	92,648²

In addition to the £92.6 million of savings achieved as part of the SR2004 Efficiency Programme, the Northern Ireland Office delivered a further £11 million of net, cash-releasing savings by March 2008. To ensure incentives weren't created for departments to artificially delay efficiency measures, HM Treasury has agreed that these additional savings would score towards the Northern Ireland Office's CSR07 Value For Money target. Therefore to ensure absolute transparency about the figures reported, this £11 million has been netted from the total saved under the SR2004 Efficiency Programme and is reported as early-delivery towards the CSR07 Value For Money targets on page 21.

² The final efficiency gain amount for 2007/08 is less than the forecast figure that appeared in the 2007 Autumn Performance Report because the latter figure was not at that time reported net of over-delivery.

Chapter 3

Delivery of SR2004 Efficiency Targets and PSA Objectives and Targets

Headcount Reduction

One of the key aspects of the Government efficiency targets was a reduction in the number of civil and public servants. As part of the 2004 Spending Review settlement, NIO committed to workforce reductions of 1,446 public service posts which included 128 civil servant posts. At March 2008 there was a net reduction of 1,850 posts.

Lyons Relocation Target

The NIO was committed to the relocation of eight posts from its small London office to its offices in Belfast. This target has been met.

Progress against SR2004 PSA Objectives and Targets

The following table provides an end of period report on the NIO's SR2004 PSA Objectives and Targets. All targets with an end date within the SR2004 period were achieved or exceeded. The target relating to increasing Catholic representation in the Police Service, which has a completion date of 2011, has now been subsumed into a CSR07 Departmental Strategic Objective and progress will continue to be reported in that context in future Departmental Reports and Autumn Performance Reports.

Table 3.2 – Final Assessment Table for SR2004 PSA Objectives and Targets

Objective	Target	Progress
To support the devolved institutions in Northern Ireland when devolution returns and encourage further political developments through positive and constructive relations with the Assembly and Executive and the Irish Government and effective contributions to the British-Irish Council and British Intergovernmental Conference.	No specific target.	Work to secure the completion of devolution continued throughout the SR2004 period and cumulated in the re-establishment of the Northern Ireland Assembly on 8 May 2007. Preparatory work has ensured that when the Assembly is ready to request the devolution of policing and justice functions, the Government is ready to deliver the devolution of policing and justice.
To build and sustain confidence in the effectiveness and efficiency of the police service and police oversight and accountability arrangements in Northern Ireland.	<p>Target 1:</p> <p>Increase confidence in the police through all parts of the community in Northern Ireland by 3% by April 2008, to be measured by a composite suite of measures on public views on the fairness and effectiveness of police and policing arrangements.</p> <p>In addition</p> <p>Increase the Catholic representation in the police service to 30% by December 2010 as proposed by Patten with an interim target of 23.5% by March 2008.</p>	<p>Target Met</p> <p>Final outturn. NIO exceeded its target by three percentage points, reaching 79% by the end of the SR2004 period.</p> <p>On Course</p> <p>An internal interim target of 25.5% has been set for March 2009. Target now subsumed into DSO 4 under CSR07.</p>



Table 3.2 – Final Assessment Table for SR2004 PSA Objectives and Targets

Objective	Target	Progress
<p>To promote and build confidence in a criminal justice system in Northern Ireland that is efficient, effective and responsive through implementing the published plan of agreed changes deriving from the accepted recommendations of the review of the criminal justice system established under the Good Friday Agreement.</p>	<p>Target 2</p> <p>Increase confidence in the criminal justice system throughout all parts of the community in Northern Ireland by 3% by April 2008 to be measured by a composite suite of measures on public views on the fairness and effectiveness of the criminal justice system.</p>	<p>Target Met</p> <p>Final outturn. NIO exceeded its 42% target by two percentage points, attaining a confidence measurement of 44% by the end of the SR2004 reporting period.</p>
<p>To uphold and maintain the rule of law by developing and maintaining a policy, legislative and strategic framework, that takes account of the need to secure justice and the rights of the individual, that provides for a sufficient counter-terrorist capability and seeks to minimize the potential for, and causes and effects of, public order disturbances and community strife.</p>	<p>No specific target.</p>	<p>During the reporting period the NIO implemented the two-year security normalisation programme announced by the Secretary of State on 1 August 2005. This removed existing temporary security legislation contained in Part VII of the Terrorism Act 2000, which was no longer required in light of the enabling environment. Replacement arrangements to reduce the risks from intimidated and partisan jurors were put in place, along with new non-jury trial arrangements to help to ensure fair trials can be delivered. Residual powers for the military to assist the police in extremis (including situations of serious public disorder) were also put in place.</p>
<p>To lessen the impact of crime by working in partnership with other criminal justice agencies to maintain and develop policies aimed at preventing or reducing the threat of crime, the fear of crime and the incidence of crime and to provide support for the victims of crime.</p>	<p>Target 3</p> <p>The Northern Ireland Office, working in conjunction with other agencies, will:</p> <ul style="list-style-type: none"> • Reduce domestic burglary by 2% by April 2005 and by 15% by April 2007, • Reduce theft of and from vehicles by 6% by April 2005 and by 10% by April 2007. 	<p>Target Met</p> <p>Target over-achieved with recorded domestic burglaries down by 25% from original baseline figures.</p> <p>Target over-achieved with recorded theft of and from vehicles down by 53% compared to the original baseline figure.</p>

Chapter 3

Delivery of SR2004 Efficiency Targets and PSA Objectives and Targets

Table 3.2 – Final Assessment Table for SR2004 PSA Objectives and Targets

Objective	Target	Progress
To ensure that the supervisory and custodial sentences imposed on offenders by the courts are delivered appropriately to protect the people of Northern Ireland and help reduce the risk of re-offending.	Target 3 (part 3) By April 2008, reduce the rate of reconviction by 5% compared to the predicted rate.	Target Met The predicted reconviction rate for the 2005 cohort was 45.9%, the actual reconviction rate at the end of the two year follow-up period was 42.8%. This represents a reduction in reconviction of 6.8% compared with the predicted rate (exceeding the target of 5%).
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.	Target Met The Prison Service achieved its interim target in 2005/06 but failed to meet the interim target for 2006/07. However, it met the target overall by ensuring that the annual cost per prisoner place for 2007/08 was less than £82,500. The final outturn for 2007/08 was £81,254.

Chapter 4

Delivery of CSR07 Value for Money Savings,
Departmental Strategic Objectives and
Public Service Agreement Outcomes





Chapter 4

Delivery of CSR07 Value for Money Savings, Departmental Strategic Objectives and Public Service Agreement Outcomes

Progress against Value for Money Targets

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

The following tables provide a breakdown of CSR07 VFM targets as agreed with HM Treasury and outlines the position in relation to savings achieved at September 2008 against the total 2008/09 forecast.

Table 4.1: Breakdown of CSR07 Value for Money Targets.

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

Table 4.2 - Breakdown of Savings Achieved at September 2008 against the Total 2008/09 Forecast

	NIO Target 2008/09 £m	Interim results Sept 08 £m	Total 2008/09 Forecast £m
PSNI	26.0	13.3	26.0
Compensation Agency	0.0	0.0	0.0
NIPS	8.0	4.0	7.8
NIO Accommodation	1.0	0.4	1.0
Shared Services	0.2	0.0	0.2
Other Savings	6.3	4.0	4.0
SR2004 Over-delivery	8.5	11.0	11.0
Total	50.0	32.7	50.0

Chapter 4

Delivery of CSR07 Value for Money Savings, Departmental Strategic Objectives and Public Service Agreement Outcomes

Of the £32.7m achieved to date the main areas of delivery are:

- PSNI £13.3m: £5.1m relates to the reduction of the Full-Time Reserve. £2.5m relates to re-negotiation of recruitment contract costs
- NIPS £4m: £2.8m of savings are as a result of a three-year pay and efficiency deal agreed with the Prison Officers Association and Prison Governors Association
- Other savings £4.0m: relates to a 5% annual real reduction in administration costs. This funding has been released to front-line priority programmes
- The SR2004 over-delivery £11m: relates to over-achievement against SR2004 Gershon Efficiency targets. The original estimate was £8.5m, however time lags have identified additional savings to bring the figure up to £11m.

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

The Department continues to closely monitor VFM initiatives to ensure that all business areas will achieve further savings in line with forecasts.

Departmental Strategic Objective 1:

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

Overall Assessment

Overall there has been **strong progress** in relation to DSO 1. There has been improvement against two of the three key performance indicators associated with this DSO although the first, the devolution of policing and justice, has been delayed by a political impasse.

Key Performance Indicator	Priority Action
Devolution of policing and justice.	Necessary arrangements in place by May 2008 to enable the devolution of policing and justice.

The priority action to put in place arrangements to enable the devolution of policing and justice to take place when the Assembly request it has been achieved. The main parties in the Assembly have not yet reached agreement on when devolution should take place but agreement has been reached on a way forward to facilitate the transfer of powers. Their discussions are continuing. The Secretary of State and his officials are continuing to work with the parties to help achieve political agreement on a way forward.

Key Performance Indicator	Priority Action
An approach to the past capable of commanding cross-community support.	Report of the Consultative Group on the Past to be completed in summer 2008.

Work on the report of the Consultative Group on the Past is well advanced.

The Consultative Group on the Past has carried out an extensive consultation exercise, including a written consultation exercise and public meetings held across Northern Ireland. The Group's final report is expected later this year.

Chapter 4

Delivery of CSR07 Value for Money Savings, Departmental Strategic Objectives and Public Service Agreement Outcomes

Key Performance Indicator	Priority Action
Stable and continuous operation of the Belfast (Good Friday) Agreement.	Continued effective operation of all institutions.

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

The Northern Ireland Assembly continues to operate as do the Northern Ireland departments. The political impasse in respect of the completion of devolution has meant, however, that the Northern Ireland Executive has not met since June. Work continues to resolve this impasse. The British Irish Council met in September with good representation from NI Ministers. The North South Ministerial Council has not met since 7 February although the day to day work on North/South cooperation continues.

Departmental Strategic Objective 2:

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

Overall Assessment

Overall there has been **strong progress** in relation to DSO 2. Based on performance during the first half of the year, the Northern Ireland Prison Service expects to achieve all the priority actions in three out the four key performance indicators, including meeting its cost per prisoner place target for the year.

Key Performance Indicator	Priority Action
Delivering regimes and reducing re-offending.	<p>An average of at least 20 hours constructive activity per week for sentenced prisoners.</p> <p>An average of at least 10 hours constructive activity per week for remand prisoners.</p> <p>To ensure that 87% of prisoners serving six months or more are working to a resettlement plan and that 97% of lifers work to a life sentence plan including preparations of the plan within the first six months of sentence.</p>

Constructive activity targets of 20 hours per week for sentenced prisoners and 10 hours per week for remand prisoners have been met cumulatively up to 30 September with respective outturns of 20.3 and 11 hours per week.

Up to 30 September, 94.6% of prisoners serving six months or more were working to a resettlement plan and 97.9% of lifers work to a life sentence plan.

Data System

During 2007/08 the Prison Service focused on putting in place a Strategic Performance Management Framework. The Framework identifies targets which reflect the specific level of performance the Service is striving to achieve. This includes the data value and the time period for achieving the target. Also included is the management information required to measure, monitor and report on the efficiency and effectiveness of policy and practices across the Prison Service. Work is currently being carried out on the Service's Prison and Inmate Record Information System (PRISM) to facilitate the provision of the required reports.

PRISM is a computerised information system designed specifically for the Prison Service to provide a single source of information to assist with the management of prisoners. It provides access to relevant and up-to-date information that is essential for the daily working and management of prisoners.

Chapter 4

Delivery of CSR07 Value for Money Savings, Departmental Strategic Objectives and Public Service Agreement Outcomes

Key Performance Indicator	Priority Action
Secure custody.	No escape for Category A prisoners and no more than 3 escapes per 1000 Categories B, C or D prisoners.

There have been no escapes for Category A prisoners. In April a Category B prisoner escaped while at the Causeway Hospital and a young offender (unclassified) escaped from prison officers while being escorted from the Court Room at Downpatrick Court. There was a further escape in August when a prisoner (unclassified) escaped from prison officers while at Larne Court. All three prisoners were subsequently returned to custody within a few hours. Investigations have been carried out into all escapes and a number of recommendations made are being implemented.

Key Performance Indicator	Priority Action
Safety and prisoner health.	The number of staff assaulted by prisoners is less than a ratio of 3 per 100 prisoners. The numbers of prisoners assaulted by prisoners is less than a ratio of 4 per 100 prisoners.

A total of 10 staff have been assaulted by prisoners during the first six months of this year – 0.7%.

A total of 5 prisoners have been assaulted by prisoners during the first six months of this year – 0.3%.

Key Performance Indicator	Priority Action
Business Improvement.	Ensure the cost per prisoner place does not exceed £81,500 in 2008/09.

The Cost Per Prisoner Place (CPPP) comprised annual resource costs divided by the Certified Normal Accommodation (CNA). Effective financial management structures and processes have improved the NIPS final position within a challenging CSR07 environment and NIPS anticipate a close to break-even resource outturn. The forecast CNA for 2008/09 will be increased as new accommodation opens before the end of the year, ensuring that NIPS achieves its CPPP target for 2008/09.

Data System

As mentioned the CPPP comprises annual resource costs divided by the Certified Normal Accommodation . Resource costs are scrutinised and audited by Internal Audit and the NIAO/NAO which signs the Annual Accounts as a true and fair view for each year. 2008/09 is expected to receive the same rigorous scrutiny and audit inspection so the resource costs will be confirmed as robust and accurate. The CNA is measured using a standard formula and with the CPPP will be included in the Accounts and audited by NIAO.

Departmental Strategic Objective 3:

To deliver an independent, fair and effective criminal justice system which supports and protects the community

Overall Assessment

Overall progress in relation to DSO 3 comes into the **some progress** category. Of the seven key performance indicators associated with this DSO: one shows strong progress; three show some progress and the remaining three are in the not yet assessed category, though significant progress has been made in establishing the necessary baselines.

Key Performance Indicator	Priority Action
Monitor acquisitive crime.	Maintain acquisitive crimes i.e. domestic burglary and theft of and from vehicles at current reduced levels.

Combined levels of domestic burglary and theft of/from vehicles remain in line with levels for the same period in 2007/08.

Domestic burglaries for the period April to August have risen by 8% compared with the same period last year. Theft of/from vehicles have reduced by 9% for the same period.

Combined levels of acquisitive crime for these two categories show less than 1% variance on the levels for the same period last year.

Data System

Progress based on PSNI figures. At the time of completion, figures for September were not available. A full six month assessment is, therefore, not yet possible and these figures will change.

Key Performance Indicator	Priority Action
Improved range of options for the Judiciary (Sentencing Review).	To implement by March 2011 a range of sentencing provisions developed out of the sentencing framework, subject to Ministerial policy priorities and available resources.

Legislative provisions relating to new public protection sentences, contained within the Criminal Justice (Northern Ireland) Order 2008, were commenced on 15 May creating indeterminate custodial sentences and extended custodial sentences based on an assessment of dangerousness.

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Data System

Progress will be monitored initially by the Sentencing Framework Implementation Programme steering group. An ongoing assessment of the benefits flowing from the new sentences will be undertaken in the medium term.

Additional Key Performance Indicators

The following Key Performance Indicators, which also form part of DSO 3 and contribute to the PSA outcomes “Justice for All” and “Making Communities Safer”, are reported on separately in the next part of this chapter:-

- Confidence in the fairness and effectiveness of the criminal justice system (Justice for All)
- Victims and witness satisfaction (Justice for All)
- Reduced ‘Time to trial’ for criminal cases brought to the Courts (Justice for All)
- Levels of anti-social behaviour incidents (Making Communities Safer)
- Levels of re-offending (Making Communities Safer).

Departmental Strategic Objective 4:

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

Overall Assessment

Overall there has been **strong progress** in relation to DSO 4. Of the seven key performance indicators associated with this DSO, two show strong progress, two some progress and the remaining three are in the no progress or not yet assessed categories.

Key Performance Indicator	Priority Action
A strategic vision for policing.	To agree a strategic vision for policing with PSNI and Policing Board by June 2008. To review the strategic vision for policing by end June 2010.

Discussion papers on this strategy have been discussed by the Tripartite Strategy Group chaired by the Director General of Criminal Justice and Policing, and attended by the Deputy Chief Constable and the Chief Executive of the Policing Board. Having considered initial papers, that group agreed that a strategic vision was not appropriate given the proximity to devolution. It was agreed that the target should be adjusted, and a strategic framework produced that would help set the context for developing a long term vision within the devolved setting. A draft of this document is in preparation.

Work is ongoing to develop a strategic framework by the end of December 2008.

Key Performance Indicator	Priority Action
Revised policing structures and numbers.	To carry out in 2009/10 a further value for money review of police numbers in preparation for SR2009, and by 2011 to have revised police structures in place in accordance with the timetable for implementation of RPA.

Independent Value for Money review of police numbers and structures to be commissioned late 2008 and carried out in 2009/10.

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Key Performance Indicator	Priority Action
A more representative police service.	To achieve the Patten composition target of 30% Catholic officers by March 2011.

As at 11 September 2008, Catholic representation within PSNI Regular Officers stood at 25.04% against a target of 25.5% composition by 31 March 2009. 3194 recruits have been selected for appointment under the temporary recruitment provisions.

Data System

Information provided by PSNI Diversity Unit following the last intake of recruits on 7 September 2008.

Key Performance Indicator	Priority Action
Parading/public order strategy implemented.	<p>By December of each year 2008/09/10 to agree the military support required under MACP (PO) for each of the following parade seasons 2009/10/11.</p> <p>To implement the agreed recommendations of the Strategic Review of Parading by end 2008.</p>

The Patten Report identified the need for ongoing military support for the police in the context of public order. The PSNI, MOD and Ministers consider the arrangements for military support against the prevailing security situation and an awareness of the global demands on military resources. A statement is planned in December 2008 for the 2009 parading season.

Consultation on the Interim Report of Strategic Review of Parading concluded on 31 August with the Review Body now in the process of finalising their recommendations, including meeting with key stakeholders. Government awaits with interest the recommendations.

Data System

A plan has been agreed between NIO and MOD to ensure appropriate scrutiny and analysis, both in terms of capacity and capability, for next year's parading season (using the previous year's season as a benchmark); with the MOD making a Ministerial Statement in December of each year on what military forces will be available, if required, in the following year.

Additional Key Performance Indicators

The following Key Performance Indicators which also form part of DSO 4 and contribute to the PSA outcome "Making Communities Safer" are reported on separately in the next part of this chapter:-

- Levels of more serious violent crime
- A reduction in the impact of organised crime
- Increased public confidence in policing.



Departmental Strategic Objective 5:

To deliver Value for Money savings and to live within annual available funding.

Overall Assessment

Overall there has been **strong progress** in relation to DSO 5. The Key Performance Indicator for this DSO, “to deliver savings from the eight Value for Money reviews of £199 million over the CSR07 period”, is in these early stages on target to be achieved. Details are reported on fully in the earlier part of this chapter.

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Public Service Agreement Outcome 1: Justice for All

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

Overall Assessment

Overall progress in relation to PSA Outcome 1 comes into the **not yet assessed** category. Of the three key performance indicators associated with this DSO: one shows strong progress but the other two have not yet established the necessary baseline data, though the necessary surveys are underway.

Delivery Strategy

The NIO is responsible for the delivery and monitoring of this PSA outcome. This PSA broadly mirrors the Home Office's PSA on Justice for All, but the NIO has adapted it to the circumstances in Northern Ireland. This PSA has been developed in consultation with HM Treasury during the preparation of the Comprehensive Spending Review 2007. Each of the Key Performance Indicators (KPIs) that underpin this PSA is designed to help collectively deliver the agreed outcome – Justice for All.

The following table summarises the aims and accompanying KPIs, targets and measurement systems for the Justice for All PSA Outcome. Progress since April 2008 is outlined in the following pages in this chapter.

Table 4.3 – Summary of PSA Aims, Key Performance Indicators and Targets

Aims	Key Performance Indicators (KPIs)	Targets	Measurement Summary
Increase public confidence in the criminal justice system.	Confidence in the fairness and effectiveness of the criminal justice system.	Increase public confidence in the fairness and effectiveness of criminal justice system by 2011.	Northern Ireland Crime Survey (NICS).
Improve victim/witness satisfaction with criminal justice agencies and process.	Victim and witness satisfaction.	Increase victim and witness satisfaction with criminal justice system by 2011.	Northern Ireland Victims and Witness Survey (NIVAWS).
Shorten the time taken to progress criminal cases.	Time taken to trial in Crown Court cases.	Achieve average timescale: Charge to decision to prosecute – 140 days	Public Prosecution Service (PPS) Database.
	Time taken to trial in Magistrates' Court cases.	Achieve average timescale: Charge cases (Charge to decision to prosecute) – 54 days Summons cases (Report to first appearance) -146 days.	PPS Database.
	Time taken to trial in Youth Court cases.	Achieve average timescales: Charge cases (Charge to decision to prosecute) – 35 days. Summons cases (Report to first appearance) – 132 days.	PPS Database.

The detail of this PSA can be found in the PSAs supporting Delivery Agreement:
<http://www.nio.gov.uk/index/a-z.htm>

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Key Performance Indicator	Target
Confidence in the fairness and effectiveness of the criminal justice system.	Increase public confidence in the fairness and effectiveness of the criminal justice system by 2011.

Throughout the CSR07 process, with a view to facilitating inter-jurisdictional benchmarking, NIO has sought to mirror as far as possible the approach to measuring confidence in the criminal justice system being developed by the Home Office / Ministry of Justice (MoJ) in England.

Accordingly, identical new confidence questions were incorporated into both the British Crime Survey (BCS) and the Northern Ireland Crime Survey (NICS). This was with a view to using fieldwork from October 2007 to the end of March 2008 to establish two confidence KPI baselines, one for effectiveness and one for fairness of the criminal justice system, and drawing on these to establish targets in 2008.

Progress cannot as yet be assessed, however, since sufficient baseline data on the fairness of the criminal justice system will not be available until the first quarter of 2009. In the interim the Department is engaging with the Home Office and MoJ to consider targets.

Progress since April 2008

Progress against delivery has been made in a number of areas. The Criminal Justice (Northern Ireland) Order 2008 saw the introduction of three commencement orders on 15 May, 16 July and 6 October which have made a significant contribution to the development of a stronger sentencing framework for Northern Ireland with public protection at its core. New sentencing powers for dangerous sexual and violent offenders will bring an end to automatic 50% remission for all sentenced prisoners, increased penalties for breach of an Article 26 sex offenders' licence and the doubling of the maximum penalties for offences relating to the possession and sale of knives. These reforms have been widely welcomed.

Conscious that the public perception of crime is often informed by incidents at a local level, the Department's Community Safety Unit initiated an anti-social intervention programme, 'Summer Splash', to counter anti-social behavior during the summer holidays. This programme of diversionary activities and community projects was successfully delivered in conjunction with each of the 26 local Community Safety Partnerships.

Plans are currently at an advanced stage for the Criminal Justice System Northern Ireland's (CJSNI) annual stakeholder conference in November 2008, the theme of which will be "Working Together for Public Protection". The Conference will include a dedicated workshop on 'Building Confidence in the Criminal Justice System' and is an opportunity to strengthen links between criminal justice organisations and representatives of the voluntary and community sectors in Northern Ireland. The Conference will also incorporate the third annual CJSNI Awards Ceremony, which provides an opportunity to recognise and pay tribute to staff, teams and organisations across the CJSNI whose achievements contribute to making Northern Ireland a safer place.

This diverse multi-agency approach ensures that confidence remains a high priority.



Data Statement

As a question on confidence in the fairness of the criminal justice system was not included for the fieldwork for the second half of the 2007/08 Northern Ireland Crime Survey (NICS), baseline data for this question and that relating to the effectiveness of the system will not now be available until March 2009.

Quality of Data Systems

The NICS is an independent, representative, continuous, personal interview survey of some 4,000 adults living in private households throughout Northern Ireland. Conducted by the Northern Ireland Statistics and Research Agency (NISRA), in line with the National Statistics Code of Practice, much of the NICS is comparable with the British Crime Survey.

The baselines for confidence in the fairness and effectiveness of the criminal justice system will be drawn from fieldwork for the period 1 July 2008 to 31 December 2008. The minimum changes required to be statistically significant will be calculated once the baselines are known.

Key Performance Indicator	Target
Victim and witness satisfaction.	Increase victim and witness satisfaction with criminal justice system by 2011.

Fieldwork to derive the benchmark figure is scheduled to be undertaken in the period September to December 2008. The initial Northern Ireland Victim and Witness Survey (NIVAWS) is due to be carried out by Ipsos MORI during Autumn 2008 to provide baseline statistics. These should be available by early 2009.

Progress since April 2008

In parallel with work on the survey, progress against delivery has been made in associated areas. A new victim and witness five year strategy, 'Bridging the Gap', was launched in September 2007. This focuses on five areas:

- Access to information about the criminal justice system
- Information provided to victims and witnesses on case progression
- The quality of service provided
- Support services
- Listening to victims and witnesses.

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The strategy and its annual action plans have been developed with input from the Criminal Justice Board and a multi-agency steering group. The strategy aims to improve the level of service delivered to victims and witnesses over a five year period.

The strategic action plan for 2008/09 was launched by the Minister of State, Paul Goggins MP, on 9 July 2008. It contains 13 individual and cross cutting initiatives. These include a new code of practice setting out what victims can expect, a handbook to help demystify the system and an ongoing survey of victims to help track progress.

Data Statement

Not available at this point as baseline data are currently being gathered.

Quality of Data Systems

Methodology to assess the benchmark indicator parallels that used by the Home Office. The benchmark indicator also mirrors that used by the Home Office, i.e. the percentage level of reported satisfaction to the question:

‘Overall, were you satisfied or dissatisfied with the contact you’ve had with the Criminal Justice System?’

Key Performance Indicator	Target
Time to trial in Crown Court cases.	Achieve average timescales: <ul style="list-style-type: none">• Charge to decision to prosecute – 140 days.

As part of the multi-agency Delay Action Team’s (DAT) strategic programme for reducing avoidable delay in case processing in the criminal justice system in Northern Ireland, a number of performance standards were established covering the Crown, Magistrates’ and Youth Courts in Northern Ireland. The objective is to achieve the desired performance standards, on an incremental basis, by the end of the 2010/11 financial year (i.e. by 31 March 2011). In order to assess progress within the CJSNI, annual performance milestones have also been set for the 2008/09 and 2009/10 financial years.

The Department has started the first incremental stage of the three-year strategy for monitoring progress on performance towards achievement of the desired performance standards by 31 March 2011.

Performance data are provided on a quarterly basis and are currently available for the first quarter (Q1) of the 2008/09 financial year only - i.e. 1 April to 30 June 2008.

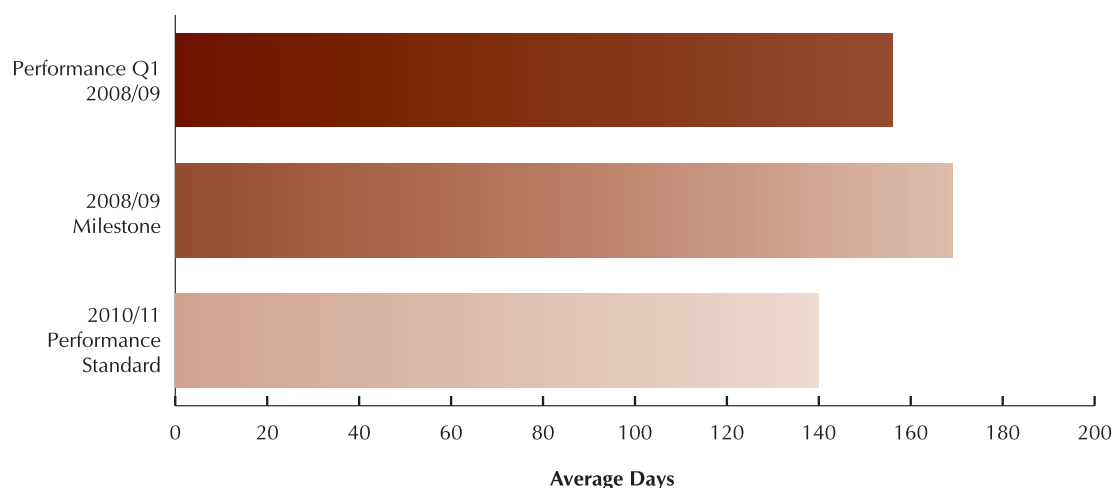
While it is early in the 3-year period and final performance cannot be forecast with accuracy, there has already been significant progress made and performance was within the milestone set for 2008/09 (see 'Data Statement' below). It will be important that this progress is maintained and developed if the 2011 standard is to be met, and progress will continue to be monitored as part of the DAT's programme of work and by the Criminal Justice Board. A significant range of initiatives in the DAT's programme designed to reduce avoidable delay will assist in meeting the desired target for 2008/09 and achievement of the performance standards by 31 March 2011.

The annual milestones will be reviewed year-on-year to ensure that that they remain challenging and to ensure that impetus is maintained. Delivery of the performance standards in the area of avoidable delay will have a significant positive impact on the effectiveness and efficiency of the overall criminal justice process in Northern Ireland.

Data Statement

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

KPI: Indictable Cases (Pre-Committal)



To date there has been substantial progress towards meeting the 2010/11 performance standard (140 days). Average days required to issue of prosecution decision during Q1 2008/09, at 156 days, compared favourably with the milestone set for the end of the current financial year (169 days).

Quality of Data Systems

Monitoring data are sourced from the Public Prosecution Service (PPS) Case Management System (CMS), the main operational database for the Service. Whilst a wide range of data validation checks are carried out on a monthly and quarterly basis, the CMS is a live system and therefore all data produced 'in-year' during 2008/09 should be regarded as provisional. End of financial year figures are based on a finalised snapshot from the CMS and all data undergo significant checking and validation prior to release.

It should be noted that the charge date used within this analysis is supplied to PPS by the PSNI, via the Causeway Data Sharing Mechanism.

The following data definitions apply:

- Monitoring data are based on persons committed for trial in Northern Ireland. Data reflect PSNI cases only, excluding cases submitted to the PPS Fraud and Central Casework Sections (i.e. the more complex cases considered by the PPS). Averages reflect the number of *calendar* days between stages.
- Statistics *exclude* defendants issued with a bench warrant ('written out' by PPS) during the course of proceedings up to the date of committal.

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Key Performance Indicator	Target
Time to trial in the Magistrates' Courts.	<p>Achieve average timescales:</p> <ul style="list-style-type: none"> • Charge cases: charged to PPS prosecution decision issued – 54 days • Summons cases: accused informed to first appearance at court – 146 days. <p><i>Based on defendants disposed of in the Magistrates' Courts</i></p>

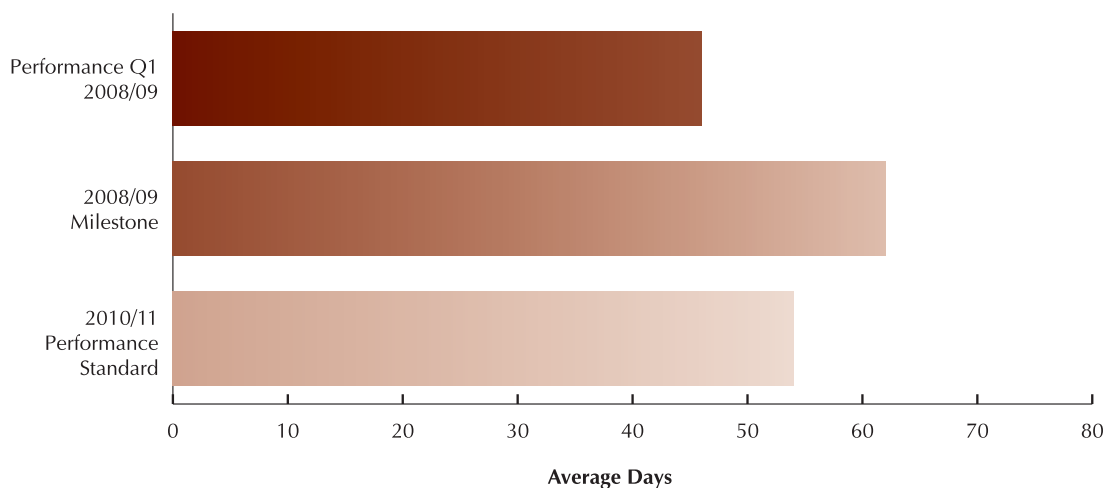
The approach to measuring this Key Performance Indicator and Target is as set out in the earlier "Time to trial in Crown Court Cases" KPI.

In terms of **adult charge cases**, performance during Q1 2008/09 was within the milestone set for 2008/09 and the *final* 2011 Standard. For **adult summons cases**, there has been slippage since 2007/08 and Q1 performance was outside the milestone set for 2008/09 (see 'Data Statement' below). However a range of initiatives is in train including a review of summons procedures, to help address this in the longer term. An accelerated first hearing pilot originating in Ballymena, has been extended further throughout the Northern region and proposed changes to the legal aid regime (including the introduction of fixed fees) should in the long-term encourage fewer adjournments thereby enhancing swifter clearance of cases.

Data Statement

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

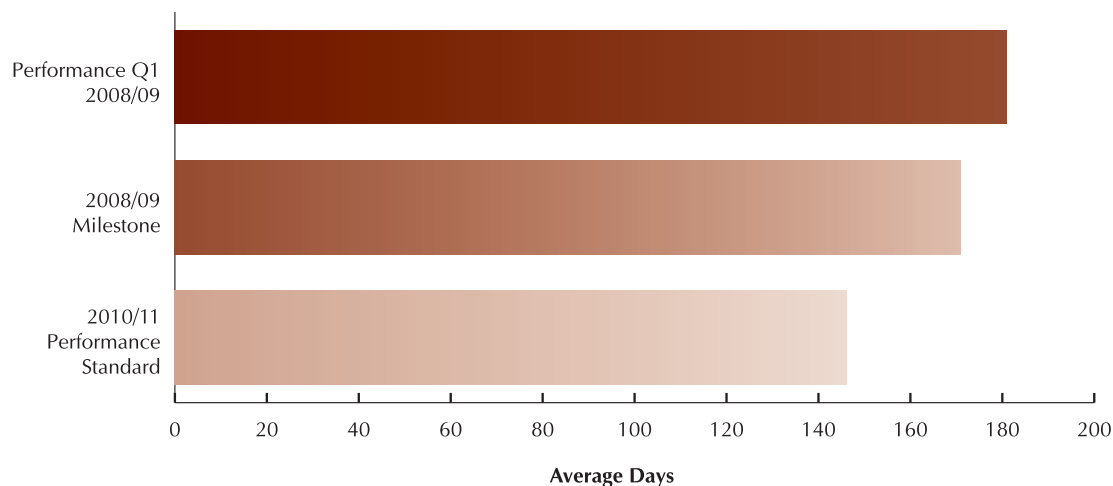
KPI: Adult Charge Cases



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

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

KPI: Adult Summons Cases



To date there has been slippage in performance against the previous financial year. Average days required to first appearance during Q1 2008/09, at 181 days, compared with 174 days during 2007/08 and the milestone set for end 2008/09 of 171 days.

Quality of Data Systems

Information in relation to the source of monitoring data for this Key Performance Indicator is as set out in the 'Time to Trial in the Crown Courts' KPI.

It should be noted that a number of key dates used in this analysis (date charged; date accused informed) are supplied to the PPS by the PSNI via the Causeway Data Sharing Mechanism.

The following data definitions apply:

- Monitoring data are based on adult defendants disposed of in the Magistrates’ Courts in Northern Ireland (PSNI cases only). Date of disposal reflects the date of sentencing, not guilty finding or case withdrawn (following commencement of hearing). Averages reflect the number of calendar days between stages.
- It should be noted that the statistics exclude:
 - Defendants issued with a bench warrant (‘written out’ by PPS) during the course of proceedings;
 - Defendants electing for Crown Court trial.
- In charge cases, custody defendants dealt with on a plea of guilty at first remand are excluded.
- In summons cases, date of first appearance is based on PPS summons data. Cases where the defendant failed to appear (and the case was subsequently dealt with in absentia) are *included*.

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Key Performance Indicator	Target
Time taken to trial in Youth Courts.	Achieve average timescales: <ul style="list-style-type: none"> • Charge cases: charged to decision to prosecution – 35 days • Summons cases: report to first appearance – 132 days.

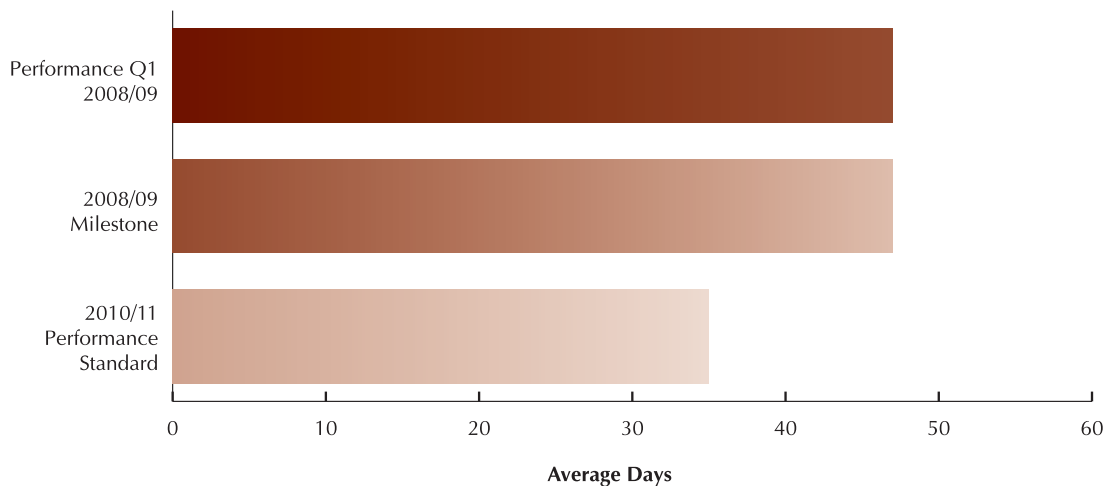
The approach to measuring this Key Performance Indicator and Target is as set out in the earlier “Time to trial in Crown Court Cases” KPI.

In terms of **youth charge cases**, performance during Q1 2008/09 represented an improvement on the 2007/08 financial year and was in line with the performance milestone set for 2008/09. For **youth summons cases**, whilst there has been improvement since 2007/08, performance during Q1 was outside the milestone set for 2008/09 - see ‘Data Statement’ below. An alignment of police targets and the appointment of youth champions should however start to make an impact here shortly, and further work is being undertaken by the Criminal Justice Board and Criminal Justice Issues Group.

Data Statement

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

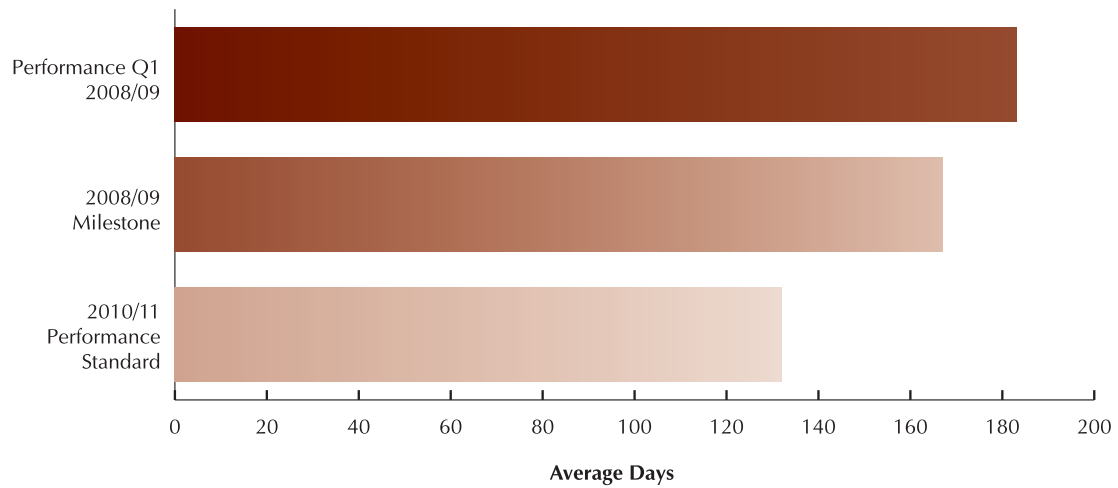
KPI: Youth Charge Cases



Average days (to issue of prosecution decision) during Q1 2008/09, at 47 days, represented an improvement on 2007/08 (55 days) and was in line with the milestone set for the current financial year (47).

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

KPI: Youth Summons Cases



To date there has been an improvement in performance against the previous financial year. Average days required to first appearance during Q1 2008/09, at 183 days, compared with 185 days during 2007/08 and the milestone set for end 2008/09 of 167 days.

Quality of Data Systems

Information in relation to the quality of the data systems for this Key Performance Indicator is as set out in the “Time to Trial in the Magistrates’ Courts” KPI.

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Public Service Agreement Outcome 2: Making Communities Safer

Tackling crime, reducing re-offending and increasing public confidence in policing to increase public perception of safety.

Overall Assessment

Overall progress in relation to PSA Outcome 2 comes into the **not yet assessed** category. Of the seven key performance indicators associated with this DSO, two show some progress one shows no improvement and for the remaining four no data is available at present on which an assessment of improvement can be carried out.

Delivery Strategy

The NIO is responsible for delivery and monitoring of this PSA outcome. This PSA broadly mirrors the Home Office's PSA on Making Communities Safer, but the NIO has adapted it to the circumstances in Northern Ireland. This PSA has been developed in consultation with HM Treasury during the preparation of the Comprehensive Spending Review 2007. Each of the Key Performance Indicators (KPIs) that underpin this PSA is designed to help collectively deliver the agreed outcome – Making Communities Safer.

The following table below summarises the aims and accompanying KPIs, targets and measurement systems for the Making Communities Safer PSA Outcome. Progress since April 2008 is outlined in the following pages in this chapter.

Table 4.4 – Summary of PSA Aims, Key Performance Indicators and Targets

Aims	Key Performance Indicators (KPIs)	Targets	Measurement Summary
Reduce more serious violence, including e.g. tackling serious sexual offences.	The level of more serious violent crimes.	Reduce by 2012/13.	Police Service of Northern Ireland Recorded Crime Statistics.
Determine and reduce the harm caused by organised crime.	The level of harm caused by organised crime.	Establish by 2009 a baseline and methodology; and reduce harm caused by organised crime by 2012/13.	OCTF Partner Agencies data. PSNI Analysis Centre data. NIO Statistics Branch data.
Enable people to feel safer in their communities.	The level of anti-social behaviour incidents	Reduce by 15% by 2011.	PSNI Anti-Social Behaviour Incident Statistics.
Reduce re-offending.	Level of proven re-offending.	Reduction of 10% between 2005 and 2009 cohorts.	NIO Statistics Branch data.
	Level of serious re-offending.	Reduce the level of serious re-offending between 2005 and 2009 cohorts.	NIO Statistics Branch data.
Normalise the policing environment throughout NI, increasing confidence in police.	Levels of confidence in policing in all communities.	Increased confidence in policing.	Northern Ireland Crime Survey.
	Levels of police engagement with people in local communities.	Increased levels of police engagement with local people.	Northern Ireland Crime Survey.

The detail of this PSA can be found in the PSAs supporting Delivery Agreement:
<http://www.nio.gov.uk/index/a-z.htm>

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Key Performance Indicator	Target
The level of more serious violent crime.	Reduce by 2012/13.

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

With regard to a reduction in domestic violence and sexual offences, we are looking to continuously improve the service given to victims and reduce the harm caused. This is an ongoing campaign, which started before this PSA target was established. The Department is working with the PSNI to tackle the parallel aims and measure success relative to campaigns.

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

Work to reduce serious violent crime is ongoing. The majority of the incidents are woundings and the Department is seeking to identify the primary causes and circumstances of these to inform its strategy in reducing them. The Home Office action plan for tackling violence will inform the Department's consideration.

Data Statement

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

Data for the 5-month period ending 31 August 2008 show that, at 701 offences, the level of serious violence recorded by the police is 12% higher than during the same period in the 2007/08 baseline year (626). The increase relates mainly to wounding offences.

Quality of Data Systems

Recorded crime statistics relate to the principal, notifiable offence committed against each victim. They are collated and validated by NISRA statisticians in accordance with Home Office Counting Rules, the National Crime Recording Standard and the National Statistics Code of Practice. While the level of recorded crime can be subject to reporting variations, in practice, most serious violence becomes known to the police. As the data do not relate to a survey, confidence intervals do not apply.

With regard to measuring the harm caused by crime, it is not possible to measure how many people are affected by a crime and by what degree. The simple reduction in the volume of violence is a good indicator that fewer people are harmed by it.



Key Performance Indicator	Target
The level of harm caused by organised crime.	<ul style="list-style-type: none">• Establish by 2009 a baseline and methodology; and reduce harm caused by organised crime by 2012/13.• By March 2010 to set a target for the reduction of harm caused by organised crime in 2010/11.• By June 2008 to have produced a Northern Ireland Assets Recovery Action Plan for 2008/10.• During 2008/09 recovery of criminal assets of at least £6.2m.• During 2009/10 recovery of criminal assets of at least £7.8m.

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

This priority area has been split into two parts. The first will look at the perceived level of harm caused by organised crime, whilst the second will set out actual recorded crime. The data and baseline for the first part will be derived from Northern Ireland Crime Survey fieldwork over a period of ten months. The baseline and subsequent outturn will be calculated from a single question on how much the level of harm associated with organised crime has changed in the local area included in the NICS from June 2008. The first tranche of the data will not be available until June 2009.

The Department is still exploring with PSNI crime analysts how best to capture the data for the second part.

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

Again, this priority area is in two parts. Once the baseline has been established, continuous NICS fieldwork will be used to track progress against the first part, which is measuring perceptions.

With regard to the second part, the Department is again exploring with the PSNI crime analysts how best to capture the data.

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

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

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

The Assets Recovery Action Plan has both quarterly and annual indicators. The Organised Crime Task Force will publish figures on a quarterly and annual basis showing progress against the action points in the plan.

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

The Assets Recovery Action Plan has both quarterly and annual indicators. The Organised Crime Task Force (OCTF) will publish figures on a quarterly and annual basis showing progress against the action points in the plan.

Data Statement

Priority Area One – With regard to the establishment of a baseline and methodology, fieldwork for the NICS questions on perceptions of the harm caused by organised crime commenced in June 2008. Baseline data, relating to the 10 month period ending 31 March 2009, will be available by June 2009.

Priority Area Two – With regard to the measurement of perceptions, the target will be met if the last outturn shows a statistically significant decrease compared with the baseline.

Priority Area Three – The 12 targets within the plan have been set to more accurately reflect the entire process of assets recovery within Northern Ireland including the value of cash seized, the value of cash forfeited, the value of court orders granted and the funds actually recovered. The targets set have been agreed with all the law enforcement agencies in Northern Ireland.

Priority Area Four – The first quarterly return on some aspects of this area will appear shortly. The outcome in relation to the overall target will be reported in the OCTF Annual Report and Threat Assessment to be published in June 2009.

Priority Area Five – The outcome of this will be reported in the OCTF Annual Report and Threat Assessment to be published in June 2010.

Quality of Data Systems

The target is designed to give the Department a better understanding of organised crime and to see if its interventions are actually making a difference to the community at large. The overall goals of establishing by 2009 a baseline and methodology and reducing harm caused by organised crime by 2010/11 will be difficult to measure, because there is no accepted measurement of harm. It has also still to be agreed with the PSNI analysts how exactly the data on perceptions will be married up with actual recorded crime. It is important to note that no other part of the UK has a similar target.

Priority Areas One and Two – The data system used for these priority areas is the Northern Ireland Crime Survey. The quality of the system is as set out in the confidence in the fairness and effectiveness of the criminal justice system KPI (page 35).

Priority Areas Three to Five – The NI Assets Recovery Action Plan is directly linked to the Home Office Assets Recovery Plan which was published on 24 May 2007.

The reality of deducting receivership costs from recovered assets has meant, and will continue to mean, that in civil recovery the sum remitted to the Home Office and available for incentivisation is very significantly less than the “headline” figures for the value of recovery orders or recovered assets suggest.



Key Performance Indicator	Target
The level of anti-social behaviour incidents.	Reduce by 15% by 2011.

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

As mentioned in relation to the confidence in the fairness and effectiveness of the criminal justice system KPI, the NIO’s major anti-social behaviour intervention to date this year was the Summer Splash programme to divert young people from becoming involved in anti-social behaviour during the summer holidays. Over 2000 young people across Northern Ireland had the opportunity to take part, not only enjoying fun activities like sport and arts but also giving something back to their communities through estate clean ups, gardening for older people and similar initiatives. However, anti-social behaviour is not solely attributable to young people and the CSU and local Community Safety Partnerships are working on other aspects such as environmental anti-social behaviour.

Data Statement

2007/08 is the benchmark year against which this target is measured. Between April and August 2007 there were 44,977 anti-social behaviour incidents recorded by the police. Between April and August 2008 there were 40,535 anti-social behaviour incidents. This indicates that there has been a 9.9% reduction in anti-social behaviour incidents occurring between April and August 2008 compared to the same period last year.

Quality of Data Systems

The PSNI are acting as Data Quality Officers as these anti-social behaviour incidents are derived from operational police information collated by PSNI in accordance with the Home Office National Standard for Incident Reporting.

Key Performance Indicator	Target
Level of proven re-offending.	Reduction of 10% between 2005 and 2009 cohorts.

Chapter 4

Delivery of CSR07 Value for Money Savings, Departmental Strategic Objectives and Public Service Agreement Outcomes.

Baseline data is due to be published in November 2008.

The First and Deputy First Ministers have indicated that they support the proposal to set up a Ministerial Group on Reducing Offending (MGoRO) to support the reducing re-offending agenda in Northern Ireland. A key aim of this Group will be to develop an over-arching strategy for reducing offending in Northern Ireland through a coordinated cross-departmental approach with Northern Ireland departments. The formal establishment of the Group is awaiting political developments.

Data Statement

Baseline data is not yet available. The re-offending model is under development and data is currently being collated and analysed.

The target showing the frequency of re-offending looks at a cohort made up of all offenders discharged from custody or starting a supervised community sentence in the first three months of each calendar year.

Data to measure the target are obtained from three sources, combined to produce two datasets. One details offenders discharged from custody into the community, taken from the Prison Index Database, and matched to data from the Police Service of Northern Ireland's Integrated Criminal Information System (ICIS). For the 2006 cohort and those following, the dataset from the Prison Index Database will be matched to data held in the Causeway Programme. The second, the community dataset, is taken entirely from ICIS. Together the custody discharge and community datasets provide the required data, covering the cohort on which the target is based.

Quality of Data Systems

No significant limitations in the data are expected, however the re-offending model uses data from a number of external sources so until receipt and fully analysed, a final view of data quality cannot be given.

Key Performance Indicator	Target
Level of serious re-offending.	Reduce the level of serious re-offending between 2005 and 2009 cohorts.

Baseline data is due to be published in November 2008.

Data Statement

The re-offending model is under development and data is currently being collated and analysed. Work is ongoing in classifying 'serious offences'.



Quality of Data Systems

No significant limitations in the data are expected, however the re-offending model uses data from a number of external sources so until receipt and fully analysed, a final view of data quality cannot be given.

Key Performance Indicator	Target
Levels of confidence in policing in . all communities	Increased confidence in policing.

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

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

Throughout the reporting period three (a, d and g) of the indicators have improved, two have remained unchanged (c and f) and two have decreased (b and e).

Data Statement

Data for the 12 month period ending 30 June 2008 show that, at 79.3%, confidence in policing is almost unchanged on the 2007/08 baseline (79.4%). The target is a statistically significant increase in the confidence rating by 31 March 2011.

Chapter 4

Delivery of CSR07 Value for Money Savings, Departmental Strategic Objectives and Public Service Agreement Outcomes.

Quality of Data Systems

The data system employed is the Northern Ireland Crime Survey.

As previously stated the 2007/08 baseline for confidence in policing (79.4%) has been constructed from a suite of seven indicators. Greater weight has been given to the three police indicators (i.e. a, b and c), so that their combined average rating is worth two-thirds of the confidence rating. The minimum change required to be statistically significant would be 1.8 percentage points.

Key Performance Indicator	Target
Levels of police engagement with people in local communities.	Increased levels of police engagement with local people.

Work is currently ongoing to clarify how community engagement is to be measured.

Following guidance from HM Treasury, to mirror the Home Office PSAs where possible, two new questions were introduced to the Northern Ireland Crime Survey in October 2007 regarding engagement with local communities by the police and other partnership agencies:

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

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

Data Statement

The NIO was aware that the Home Office intended to use question (b) as a PSA Key Performance Indicator and envisaged that the Department could also use this measure (resulting in a baseline of 39%). Consideration is currently being given to the suitability of this option.

Quality of Data Systems

The Northern Ireland Crime Survey (NICS) is an independent, representative, continuous, personal interview survey of some 4,000 adults living in private households throughout Northern Ireland. Conducted by NISRA, in line with the National Statistics Code of Practice, much of the NICS is comparable with the British Crime Survey.

Appendix A





SR2004 Public Service Agreement

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

Objective 1

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

Objective 2

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

Target 1

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

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

Objective 3

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

Chapter 3

Objective 4

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

Objective 5

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

Target 3 (part 1)

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

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

Objective 6

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

Target 3 (part 2)

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

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

Objective 7

To ensure a cost effective prison service.

Target 4

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

Appendix **B**





CSR07 Departmental Strategic Objectives, Public Service Agreements and Key Performance Indicators 2008 - 2011

DEPARTMENTAL STRATEGIC OBJECTIVES (DSOs)	PUBLIC SERVICE AGREEMENTS (PSAs)	LEAD DIRECTORATE
DSO 1 To support a stable devolved government in Northern Ireland with responsibility for policing and justice, and a society reconciled with its past	DSO 2 (Contributes to PSA 2) To manage offenders securely, safely and humanely.	DSO 3 and PSA 1 (Contributes to PSA 2) To deliver an independent, fair and effective criminal justice system which supports and protects the community.
POLITICAL	PRISON SERVICE	DSO 4 and PSA 2 To work with PSNI and other policing partners to deliver effective and accountable policing services that can secure the confidence of the whole community.
POLITICAL	PRISON SERVICE	PSA 2 SAFER COMMUNITIES Northern Ireland will be a safer place to live.
POLITICAL	PRISON SERVICE	CRIMINAL JUSTICE
POLITICAL	PRISON SERVICE	POLICING AND SECURITY
POLITICAL	PRISON SERVICE	CENTRAL SERVICES
POLITICAL	PRISON SERVICE	DSO 5 To deliver Value for Money savings and to live within annual available funding.

CROSS DEPARTMENTAL KEY PERFORMANCE INDICATORS (KPIs)
RE-OFFENDING
Levels of overall re-offending.
Levels of serious re-offending.
COMMUNITY SAFETY
Levels of anti-social behaviour incidents
Monitor Acquisitive crimes
CONFIDENCE
Confidence in the fairness and effectiveness of the criminal justice system.
Victim and witness satisfaction.

DIRECTORATE KEY PERFORMANCE INDICATORS (KPIs)				
An approach to the past capable of commanding cross community support.	Secure custody.	Time taken to trial in Crown, Magistrate's and Youth Court cases.	Strategic vision for policing.	Deliver savings from the eight VFM reviews and other VFM savings to total £2.36m over the CSR period.
Stable and continuous operation of the Belfast (Good Friday) Agreement.	Safety and prisoner health.	Improved range of options for the Judiciary (Sentencing review).	Revised policing structure and numbers.	A more representative police service.
Devolution of policing and justice.	Developing the Service and its staff.	Business improvement.	Parading/Public Order Strategy implemented.	

KEY

- DSO 1 and associated KPIs
- DSO 2 and associated KPIs
- DSO 3 and associated KPIs
- DSO 4 and associated KPIs
- DSO 5 and associated KPIs

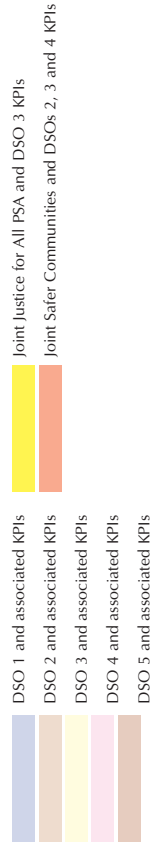
Notes In the CSR07 framework DSOs and PSAs sit alongside each other. DSOs represent the NIO's strategic priorities for the CSR07 period. PSA outcomes represent a priority sub-set of government priorities for the same period.

CSR07 DSOs, PSAs, Indicators and Priority Actions 2008 - 2011

<p>DSO 1: A stable devolved government in Northern Ireland with responsibility for policing and justice, and a society reconciled with its past.</p>	
<p>Indicators</p> <ul style="list-style-type: none"> Devolution of policing and justice An approach to the past capable of commanding cross-community support Stable and continuous operation of the Belfast (Good Friday) Agreement 	<p>Priority Actions</p> <ul style="list-style-type: none"> Necessary arrangements in place by May 2008 to enable the devolution of policing and justice. Report of the Consultative Group on the Past to be completed in summer 2008. Continued effective operation of all institutions.
<p>DSO 2: To manage offenders securely, safely and humanely (Contributes to PSA 2)</p>	
<p>Indicators</p> <ul style="list-style-type: none"> Delivering regimes and reducing reoffending Secure custody Safety and prisoner Health Business Improvement 	<p>Priority Actions</p> <ul style="list-style-type: none"> To ensure that 87% of prisoners serving six months or more are working to a resettlement plan and that 97% of lifers work to a life sentence plan, including preparation of the plan within the first six months of sentence; An average of at least 20 hours constructive activity per week for each sentenced prisoner; An average of at least 10 hours constructive activity per week for each remand prisoner. No escapes for Category A risk prisoners and no more than 3 escapes per 1000 Category B, C or D risk prisoners. The number of staff assaulted by prisoners is less than a ratio of 3 per 100 prisoners; and the number of prisoners assaulted by prisoners is less than a ratio of 4 per 1000 prisoners. Ensure that the average cost per prisoner place does not exceed £81,500 in 2008/09, £78,750 in 2009/10 and £76,500 in 2010/11.
<p>DSO 3: To deliver an independent, fair and effective criminal justice system which supports and protects the community. (Contributes to PSA 2)</p>	
<p>Indicators</p> <ul style="list-style-type: none"> Confidence in the fairness and effectiveness of the criminal justice system Victim and witness satisfaction Reduced 'Time to Trial' for criminal cases brought to the Courts 	<p>Priority Actions</p> <ul style="list-style-type: none"> To increase public confidence in the fairness and effectiveness of the criminal justice system by March 2011. To increase victim and witness satisfaction with the criminal justice system by March 2011. For criminal cases to be tried in the Crown Court to meet the following standards, on average: <ul style="list-style-type: none"> Charge to Decision to Prosecute: 140 days; Charge to Decision to Prosecute: 140 days; For criminal cases to be tried in the Magistrates' Court to meet the following standards on average: <ul style="list-style-type: none"> Charge Cases (Charge to Decision to Prosecute): 54 days; Summons Cases (Report to First Appearance): 146 days; For criminal cases in the Youth Court to meet the following standards, on average: <ul style="list-style-type: none"> Charge Cases (Charge to Decision to Prosecute): 35 days; Summons Cases (Report to First Appearance): 132 days. To reduce overall re-offending rates by March 2011 To reduce serious re-offending by March 2011. To reduce the number of recorded anti-social behaviour incidents by 15% by March 2011; Work in partnership with lead Agencies in addressing most serious violent crime, including sexual assaults. Maintain acquisitive crimes e.g. domestic burglary and theft of and from vehicles at current reduced levels. To implement a range of sentencing provisions developed out of the Sentencing Framework Review, subject to Ministerial policy priorities and available resources.

<p>PSA 2 SAFER COMMUNITIES and DSO 4: To work with PSNI and other policing partners to deliver effective and accountable policing services that can secure the confidence of the whole community.</p>	
<p>Indicators</p> <ul style="list-style-type: none"> A reduction in the impact of organised crime Level of more serious violent crime Increased public confidence in policing A strategic vision for policing Revised policing structures and numbers A more representative police service Parading/Public Order Strategy implemented 	<p>Priority Actions</p> <ul style="list-style-type: none"> By March 2009 to have created a baseline and methodology to measure the harm caused by organised crime in Northern Ireland; By March 2010 to set a target for the reduction of harm caused by organised crime in 2010/11; By June 2008 to have produced a Northern Ireland Assets Recovery Action Plan for 2008/09 – 2010/11; [By 2009/10 to increase recovery of criminal assets by £7.5 m – cross refers to Home Office delivery chain on Asset Recovery]. To reduce level of more serious violent crime by March 2011. To maintain increased progress on annual targets based on a composite measure demonstrating public confidence in policing. To agree a strategic vision for policing with PSNI and Policing Board by June 2008. To review the strategic vision for policing by end June 2010. To carry out in 2009/10 a further vfm review of police numbers in preparation for SR2009; and by 2011 to have revised police structures in place in accordance with the timetable for implementation of RPA. To achieve the Patten composition target of 30% Catholic officers by March 2011. By December of each year 2008/2009/2010 agree the military support required under MACP(PO) for each of the following parade seasons 2009/2010/2011; To implement the agreed recommendations of the Strategic Review of Parading by end 2008.
<p>DSO 5: To deliver Value for Money savings and to live within annual available funding</p>	
<p>Indicators</p> <ul style="list-style-type: none"> Deliver savings from the eight VFM reviews of £199 m over the CSR07 period 	<p>Priority Actions</p> <ul style="list-style-type: none"> To deliver cash releasing savings as defined within each review – to be monitored by HM Treasury.

KEY







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