

## NORTHERN IRELAND OFFICE

### AUTUMN PERFORMANCE REPORT 2006

Presented to Parliament by the Secretary of State  
for Northern Ireland

By Command of Her Majesty  
December 2006

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# Foreword

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



I am pleased to report to Parliament the Northern Ireland Office's Autumn Performance Report covering the period from 1 April until 30 September 2006.

This autumn sees us in a crucial period in the history of Northern Ireland as we stand on the brink of the restoration of devolution based on the St Andrews Agreement, with its twin pillars of power sharing on a fair and equitable basis and support for policing and the rule of law across the whole community.

As ever in Northern Ireland the political process has not been easy or straightforward but encouragingly the parties are cautiously edging forward with both the Democratic Unionist Party and Sinn Fein indicating who they intend to nominate as First Minister and Deputy First Minister designate subject to the outcome of the election on 7 March 2007 and other necessary conditions being met. Progress is being made but there is still much to do. I hope and believe that the parties have the political will to take forward the St Andrews Agreement and deliver a stable and lasting political settlement for the benefit of all communities in Northern Ireland.

Since April 1998 Northern Ireland has been in transition. The time is now right to complete this transition so that the vision set out in the Good Friday Agreement can at last be fully realized. The St Andrews momentum must be maintained if we are to move from a divided past into a shared future.

Northern Ireland is governed best when it is governed locally and the commitment by this Government to restore the institutions remains absolutely clear. The politicians of Northern Ireland have waited long enough to take their proper place with responsibility for the government of Northern Ireland and to be answerable to the electorate for their decisions.

If this proves too difficult for the parties and devolution is not restored then we will continue to govern in the best interests of Northern Ireland. If, as I hope, restoration is achieved on 26 March next year, we will continue to deliver our responsibilities in those areas of policy that remain with central government and work to support stable and effective devolution through the restored institutions. Whatever the outcome, the aim of the NIO will continue to be a better future for everyone in Northern Ireland.

A handwritten signature in black ink, appearing to read 'Peter Hain'.

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

## NORTHERN IRELAND OFFICE MINISTERIAL RESPONSIBILITIES



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

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



### Minister of State David Hanson MP

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



### Parliamentary Under-Secretary of State Paul Goggins MP

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



Parliamentary Under-Secretary of State  
Maria Eagle MP

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

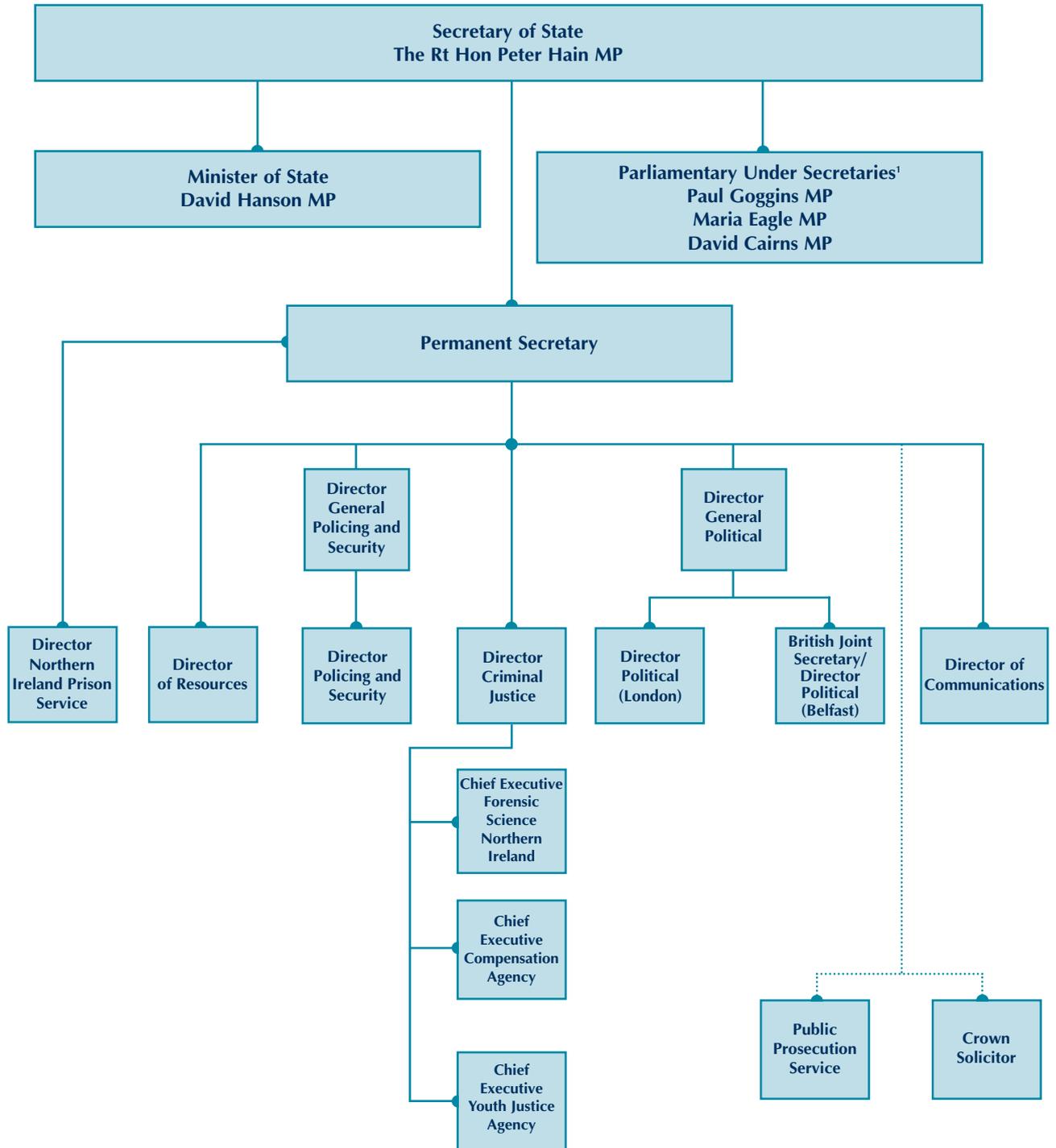


Parliamentary Under-Secretary of State  
David Cairns MP

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

Northern Ireland Spokesperson in the Lords  
Rt Hon Lord Rooker

## STRUCTURE OF THE NORTHERN IRELAND OFFICE



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

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Chapter 1

# Aim and Objectives and Structure



## Introduction

The Secretary of State for Northern Ireland has overall responsibility for the government of Northern Ireland. Following on from the suspension of devolved government in Northern Ireland in October 2002, the Secretary of State is assisted in this role by a Minister of State and three Parliamentary Under Secretaries of State<sup>2</sup>. This report relates to the Northern Ireland Office only and its handling of matters “excepted” and “reserved” to the United Kingdom Parliament as set out in the Northern Ireland Act 1998. The NIO website is <http://www.nio.gov.uk>.

The purpose of this Autumn Performance Report is to provide an account of the Northern Ireland Office’s progress against the objectives and targets identified in its Public Service Agreement in the six months since the period covered by the annual Departmental Report.

## Aim and Objectives

The overall aim of the Northern Ireland Office is 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.

In support of this aim the NIO has a number of strategic objectives:

- to support the Government in sustaining the implementation of the Good Friday Agreement; and 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;
- to build and sustain confidence in the effectiveness and efficiency of the police service and police oversight and accountability arrangements in Northern Ireland;
- to promote and build confidence in the criminal justice system in Northern Ireland;
- 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;
- 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 the crime and the incidence of crime and to support the victims of crime;
- 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; and
- ensure that the annual cost per prisoner place in Northern Ireland does not exceed annual limits for each of the three financial years of the 2004 Spending Review.

<sup>2</sup> Rt Hon Lord Rooker is the Government’s Northern Ireland Spokesperson in the House of Lords

## Structure

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

The Board is made up as follows: -

- Jonathan Phillips – Permanent Secretary (Chairman);
- Robert Hannigan – Director General, Political;
- Nick Perry – Director General, Policing and Security;
- Stephen Leach – Director, Criminal Justice;
- Carol Moore – Director, Policing and Security;
- Robin Masefield – Director, Northern Ireland Prison Service;
- Chris Maccabe – Director, Political (Belfast);
- Hilary Jackson – Director, Political (London);
- Paul Priestly – Director of Resources;
- David Brooker – Director of Communications;
- Oswyn Paulin – Crown Solicitor;
- Rotha Johnston – Non-executive Director; and
- John King – Non-executive Director 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 consists of a core department, made up of five separate but integrated functions:-

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

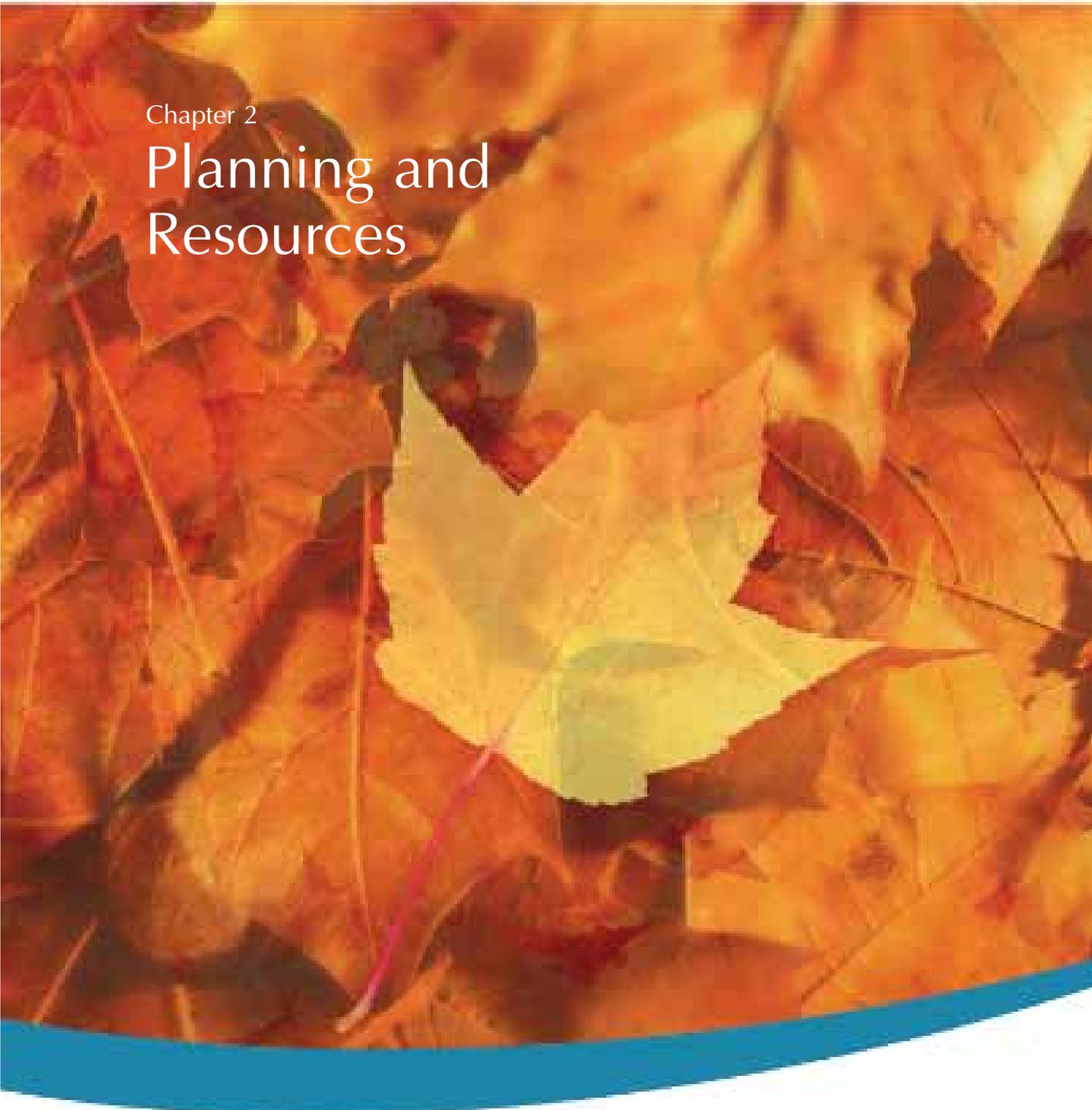
A range of other matters are dealt with through a network of associated bodies. These deliver the business of government in areas where a degree of independence is a requirement in providing service to the public. These partner bodies consist of: -

- Executive Agencies and Law Offices;
- Non-Departmental Public Bodies (NDPBs), Executive, Tribunal and Advisory;
- Independent Monitoring Bodies;
- Independent Statutory Bodies; and
- 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





## Introduction

In common with other government departments, Parliament grants the NIO the resources it needs to meet its key tasks and priorities. The mechanism which determines the level of resources needed is the Spending Review. The period covered by this report falls within the 2004 Spending Review (SR2004). The NIO's priorities are set out in its SR2004 Public Service Agreement (PSA). The Spending Review provides the linkage between these priorities and the spending plans necessary to achieve them.

## 2004 Spending Review

In July 2004, as part of SR2004, the NIO announced its strategic plans and priorities for the three year period spanning the period 2005/06 to 2007/08. The PSA for this period has been published and may be viewed on the NIO web site [www.nio.gov.uk](http://www.nio.gov.uk).

## Planning NIO's Delivery of Public Services

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

- the Public Service Agreement which sets out the Department's overall aim, principal objectives and lists the particular high level targets that have been agreed for the Department;
- the Technical Note which defines the basis on which its success in meeting its targets will be assessed; and
- the NIO's Annual Report of Resource Accounts which details the Department's financial objectives and performance.

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

## Public Service Agreement

The PSA represents a firm commitment to the public by the NIO to deliver the services described either directly or through the various bodies it funds. The Secretary of State for Northern Ireland is responsible for delivery of the PSA. Performance against each of the targets is monitored and reported to HM Treasury quarterly and published on both a six-monthly basis and annually. The PSA has three parts: -

- objectives (i.e. the principal tasks to which the NIO is committed);
- targets (specified levels of performance or achievement related to individual objectives); and
- a Technical Note which describes how performance in relation to the targets will be measured.

Appendix A sets out the NIO's current PSA objectives and targets associated with the 2004 Spending Review (2005/06 to 2007/08).

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

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

Appendix B sets out in more detail the evolution of the four PSA targets from SR2002 to SR2004.

## Technical Note

The Technical Note provides an understanding of how the NIO's performance against its PSA targets is actually measured. The Note explains the sources of performance data, the frequency and validation of the data collection, the baselines from which progress is measured and, where necessary, the terminology employed in the PSA. The current Technical Note may be found on the NIO web site.

## Annual Report of Resource Accounts

The NIO publishes an Annual Report of Resource Accounts which presents the Department's accounts for the financial year ending 31 March 2006. Included within this report is the Operating and Financial Review. This details financial objectives, financial performance, service developments and cost pressure and financial risk. It also discusses future developments e.g. the Efficiency Programme being implemented as part of SR2004. The Resource Accounts were published on 20 July 2006 and are available on the NIO web site.

Chapter 3

# Delivery of Efficiency Targets and SR2004 PSA Objectives and Targets



## Progress against Efficiency Targets

The 2004 Spending Review committed the Northern Ireland Office to achieving a target of £90m 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).

Current plans indicate that the Department is on course to achieve this target.

### Overview of Efficiency Gains

Some 170 efficiency initiatives have been 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. In addition, contingency plans continue to be identified.

Table 3.1 shows the efficiency gains the Department has delivered and those it expects to make broken down by the NIO's six Efficiency Programme Delivery Groups. At the end of the 2005/06 financial year, £46.5m of efficiency savings were delivered, with a further £12.4m savings delivered up to September 2006. Of the total £58.9m savings identified to date, £44.6m is cash releasing. Measures are in place across all programme to ensure that service quality is at least maintained, if not improved.

**Table 3.1 – Overview of Efficiency Gains**

Delivery Group	Results for 2004/5 (£000s)	Results for 2005/6 (£000s)	Forecast for 2006/7 (£000s)	Interim results June 2006 (£000s)	Forecast for 2007/8 (£000s)
PSNI	5,200	30,026	62,008	44,490	69,008
NIPS	1,243	4,260	6,491	2,242	7,328
Central Services Directorate	1,200	2,288	2,884	2,076	3,239
Criminal Justice Directorate	355	7,162	9,708	7,259	14,174
Policing and Security Directorate	226	1,708	1,986	1,651	2,263
Political Directorate	378	1,069	1,460	1,144	2,540
<b>NIO Total</b>	<b>8,602</b>	<b>46,513</b>	<b>84,537</b>	<b>58,862</b>	<b>98,552</b>

## Headcount Reduction

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

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

At September 2006 there was a forecast reduction of 272 civil servant posts and 1,077 public servant posts by March 2008. Again, measures are in place across all programmes to ensure that service quality is at least maintained, if not improved, as a result of these staff reductions.

## Lyons Relocation Target

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

## Efficiency Technical Note

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

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

Table 3.2 – Breakdown of the Department's Efficiency Savings

Workstream ID	Workstream Type	2004/05 (£000s)	2005/06 (£000s)	2006/07 (£000s)	2007/08 (£000s)
<b>Cash</b>					
1	Procurement (All bodies)	13	3,011	4,117	5,568
2	Corporate Services (PSNI)	5,200	5,717	5,997	5,289
3	Corporate Services (NIPS)	0	142	184	189
4	Corporate Services (Core & Other Bodies)	865	1,422	2,000	2,053
5	Policy, Funding and Regulation (PSNI & Core)	773	7,613	9,642	12,671
6	Increased Productivity (PSNI)	0	17,227	33,259	33,838
7	Other (Core & Other Bodies)	160	604	1,253	1,936
8	Policy, Funding and Regulation (NIPS)	1,243	1,367	3,412	3,719
	<b>Total Cash</b>	<b>8,254</b>	<b>37,103</b>	<b>59,864</b>	<b>65,263</b>
<b>Non-Cash</b>					
1	Procurement (All Bodies)	0	1,232	7,105	11,465
9	Productive Time (PSNI)	0	4,793	13,226	15,556
10	Productive Time (Core & Other Bodies)	348	3,385	4,342	6,268
	<b>Total Non-Cash</b>	<b>348</b>	<b>9,410</b>	<b>24,673</b>	<b>33,289</b>
	<b>Overall Total</b>	<b>8,602</b>	<b>46,513</b>	<b>84,537</b>	<b>98,552</b>

## PSA 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.**

**No specific Target.**

The British and Irish Governments made clear at the beginning of 2006 their commitment to achieving restoration during 2006 and embarked on new all party talks in February with the aim of agreeing a way forward. In April the Tenth Report of the Independent Monitoring Commission (IMC) reaffirmed that the PIRA leadership had committed itself to following a peaceful, political path and noted the further dismantling of the organisation as a military structure. On 6 April the Prime Minister and Taoiseach published a joint statement setting out the Governments' strategy for achieving devolution by the end of 2006. Enabling legislation which set a deadline for restoration, the Northern Ireland Act 2006, received Royal Assent on 8 May. Under its terms, the Assembly was recalled on 15 May for the purpose of preparing for government with the objective of agreement to restoration on or before 24 November. The Assembly has been meeting in plenary and in committee, discussing issues considered by the parties as important to preparation for government.

The Prime Minister and Taoiseach held further talks with the parties on 29 June in Parliament Buildings, Stormont, and published a work plan which provided for the Assembly's Preparation for Government Committee to continue to meet over the summer months. The Committee subsequently published reports on Institutional Changes; Devolution of Law and Order; Human Rights, Equality and Victims; and the Economic Challenges facing Northern Ireland.

The IMC published its Twelfth Report on 4 October 2006. It was the most positive report yet in relation to paramilitary activity, particularly in relation to PIRA and made clear the degree of change that had taken place in the previous three years.

The two Governments hosted talks with the parties in St Andrews, Scotland on 11-13 October, with the aim of resolving remaining issues and paving the way for restoration. At the conclusion of the talks, the Governments published an Agreement (St Andrews Agreement), which set out a path to full restoration of the institutions by 26 March 2007. The parties consulted their members on the content of the St Andrews Agreement and responded on 10 November.

On 16 November the Government introduced legislation to give effect to the proposed changes to the institutions and to all other matters necessary to achieve the timetable and process for restoration as set out in the Agreement. The Northern Ireland (St Andrews Agreement) Act 2006 received Royal Assent on 22 November. The Act also provided for a new Transitional Assembly, which met for the first time on 24 November. At this meeting the two largest parties in the Assembly – the DUP and Sinn Fein – indicated who they intend to nominate as First Minister and Deputy First Minister subject to the outcome of an Assembly election on 7 March 2007 and other necessary conditions being met in line with the St Andrews Agreement. On the same day the Assembly also established a Programme for Government Committee which will meet regularly until restoration on 26 March in order to agree policy and spending priorities for a restored Executive and to make other necessary preparations for government.

## Future Programme of Work

The Government will now work with the parties to implement the Agreement to achieve full restoration of the institutions on 26 March 2007. In the event of failure to reach agreement, the Governments will proceed on the basis of new British Irish partnership arrangements to implement the Belfast Agreement.

## PSA 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.

### PSA Target 1 (part 1)

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

This target is on track with confidence currently up by 2%, although there is no room for complacency.

The level of the community's confidence in the criminal justice system, including policing, is measured annually via an independent and representative public survey, the Northern Ireland Crime Survey (NICS).

The NICS is conducted by the Northern Ireland Statistics and Research Agency. It draws on a representative sample of persons aged 16 and over throughout Northern Ireland. All questions are fully piloted and statistically validated. In addition to measuring confidence issues, the survey gives rise to two National Statistics outputs, in the form of bulletins on crime victimisation and the fear of crime. The bulletins incorporate descriptive commentary, tabular and graphical results, and technical notes relating to levels of statistical accuracy. They are available on the NIO website.

Over time the NICS will be used to measure progress against the target, but a baseline had to be constructed from the information that was available at the time. Originally not all the indicators which are now used to measure different aspects of confidence in the police were available in the NICS. Therefore four questions from the NICS and three questions from the Northern Ireland Omnibus Survey were used to establish the baseline. All seven questions now feature in the NICS.

Results from the seven indicators were used to produce a composite baseline figure of 73%. This consisted of a weighted average rating for confidence in terms of: -

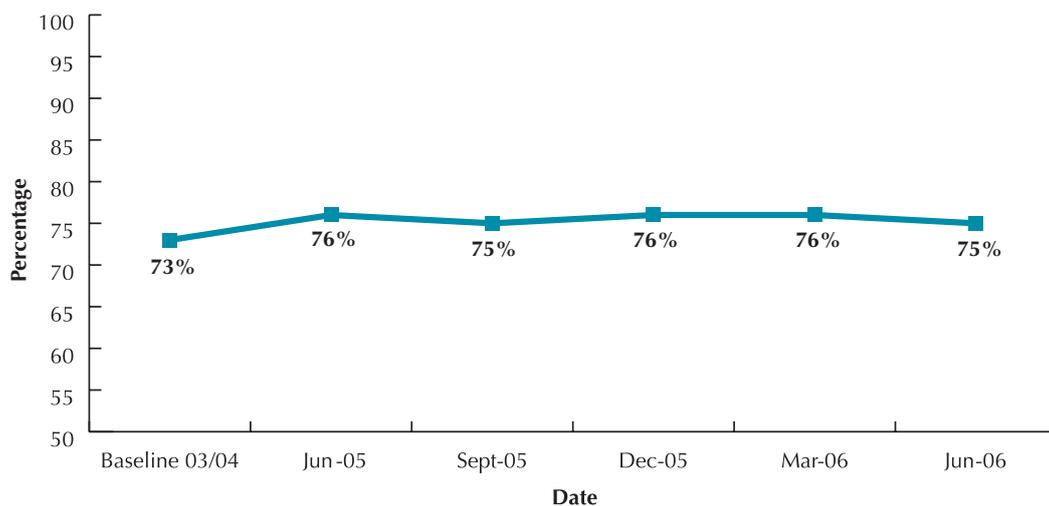
- how good a job the police are doing;
- whether they treat Catholics and Protestants equally;
- whether they can provide an effective day-to-day policing service;
- whether the Policing Board is part of the police or independent of the police;
- whether the Policing Board helps ensure the police do a good job;
- whether the Police Ombudsman is part of the police or independent of the police; and
- whether the Police Ombudsman helps ensure the police do a good job.

The aim is to increase the composite confidence figure to 76% by March 2008. A comparable result for how good a job the police are doing is published by the Home Office in respect of England and Wales.

For the purposes of these surveys, the two main communities refer to those who have either declared themselves as Protestant or as Catholic.

Performance Measures	Latest Outturn
<p>Progress has been tracked with effect from January 2005 via the continuous Northern Ireland Crime Survey, an independent and representative public survey.</p>	<p>The NICS fieldwork for the period July 2005 to June 2006 has produced a composite confidence figure of 75%, up two percentage points on the baseline (73%).</p> <p>Chart 3.1 below outlines the survey results in relation to public confidence in the police and policing arrangements from April 2004 to June 2006.</p>

**Chart 3.1 - Public Confidence in Police and Policing Arrangements April 2004 - June 2006**



## Progress Since April 2006

Levels of public confidence in the police generally have remained at a consistent level – a tribute to the good work of all those involved in the delivery of policing services including the PSNI, the Policing Board, the District Policing Partnerships (DPPs) and the Police Ombudsman. Latest available figures from the Northern Ireland Crime Survey (covering the period July 2005 to June 2006) show that against seven key indicators, there is an average of 75% of those surveyed who have confidence in the police and policing arrangements in Northern Ireland.

A working group comprising representatives from the NIO, the PSNI, the Policing Board and the Office of the Police Ombudsman, continues to look at ways of improving public confidence in policing. The aim of this work is to identify any actions that can be taken to build relations and enhance public levels of satisfaction. A major review of all the information relating to confidence which stakeholder groups had gathered (including surveys and research studies addressing public perceptions of policing and policing arrangements) has been carried out to help identify the issues that impact upon public confidence. This analysis will inform the development of a future co-ordinated strategy.

As in previous years, the Government has continued to work towards full implementation of the Patten Report recommendations. In his June 2006 report, the Policing Oversight Commissioner confirmed that some 124 of the 175 Patten recommendations had been implemented and substantial progress had been made with a further 21. Both the PSNI and the Policing Board have played a crucial role in this work. In particular, the Policing Board remains central to Patten's vision of a new beginning for policing and involving the community as a whole in the delivery of policing through locally accountable structures. On 13 March 2006 the Secretary of State announced the membership of the newly reconstituted Policing Board to take effect from 1 April 2006. The new Board is fully up and running with all members participating in the work of the Board.

As a result of the local government elections DPPs were reconstituted in December 2005. The new DPPs have bedded in well and have continued since April to contribute positively at local level. A value for money review in respect of District Policing Partnerships and Community Safety Partnerships has been undertaken and future arrangements for DPPs post the implementation of the Review of Public Administration are being actively addressed. Patten acknowledged when completing his report that a decision to reduce the number of district councils would also reduce the number of DPPs.

## Future Programme of Work

Consideration is being given to the future oversight of any remaining Patten recommendations once the Office of the Policing Oversight Commissioner ceases in May 2007. The review of the information relating to confidence has recently been completed and the findings are currently being analysed. This analysis will facilitate the development of a co-ordinated strategy and specific objectives to improve public confidence which will be taken forward by the main stakeholder groups. Work will continue on delivery of the value for money review and on the development of possible arrangements for DPPs to take account of the Review of Public Administration.

## PSA 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.

### PSA Target 1 (part 2)

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

This target is well on track and the interim target has been achieved.

This PSA target arises from those recommendations contained within the Report of the Independent Commission on Policing (the Patten Report), published in September 1999, which were concerned with the religious imbalance within the police service. At the time of the report, Catholic representation among regular officers was 8.3%.

The data used to measure progress comes from the Police Service of Northern Ireland. It shows the number of officers determined to be from Community Background 2 (Catholic) as a percentage of the total number of PSNI regular officers. Community background in relation to existing officers is assessed by reference to their notification of their primary school attendance, while the background of new recruits is determined from their own declarations based on guidance issued by the Equality Commission. Targets for Catholic representation in the PSNI relate to regular police officers only. The NIO seek regular updates of the data to monitor performance against the PSA targets. The Oversight Commissioner also monitors and reports on progress towards implementing these targets as part of his wider responsibility to monitor and report on the implementation of all of the accepted recommendations of the Independent Commission on Policing. Community background statistics are published in the annual report of the Northern Ireland Policing Board.

Performance Measures	Latest Outturn
18.5% Catholic representation in the police service by March 2006.	Met
30% Catholic representation in the police service by December 2010 with an interim target of 23.5% by March 2008.	On Target.

## Progress Since April 2006

As at 24 September 2006, over 72,000 applications had been received to join the PSNI under the 50:50 recruitment arrangements. Of these, 7,534 applicants have so far met the UK wide standard required for appointment and 2,396 have been selected as police trainees. Catholic representation among PSNI regular officers now stands at 20.54% which is on track to achieving the March 2008 interim target.

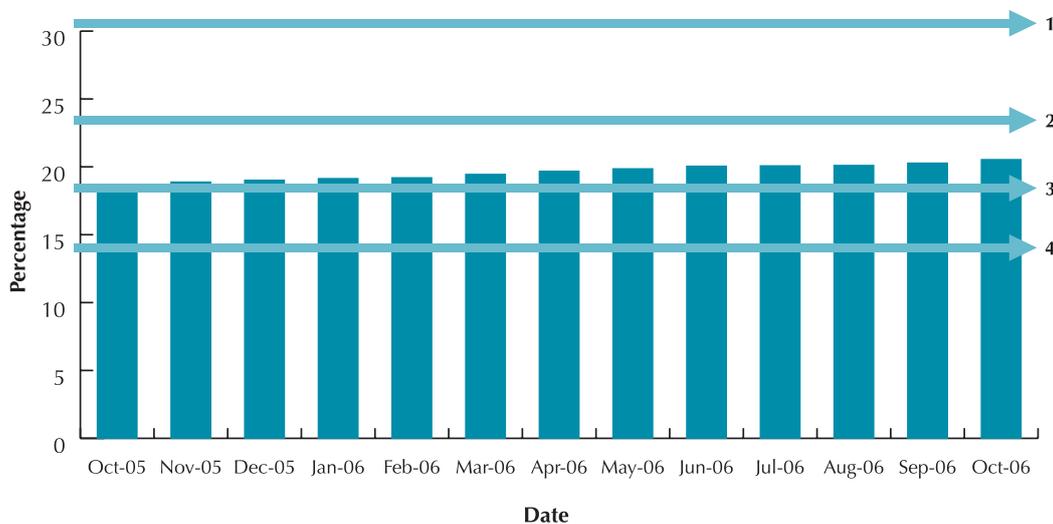
The Oversight Commissioner has commended the PSNI and their recruitment agents for their advertising programme stating that it has been both imaginative and assiduous. It has varied between competitions, but has included press, television, billboard, cinema and online advertising, all designed to reach groups currently under-represented in the police service. The advertising programme covers Northern Ireland, the Republic of Ireland and the UK. From competition seven onwards applications could be submitted online.

In addition to a large number of Northern Ireland applicants, numerous applications have been received from the Republic of Ireland and Great Britain, as well as from a number of other countries. Applicants range in age from 17 to 54, with the highest percentage being that in age group 25 to 29. Nearly 25% of all applicants entering training have post-secondary degrees.

The high level of applications for the finite number of posts, coupled with the high standard of applicants, has resulted in a significant surplus of candidates from both community backgrounds who have met the required UK wide competency standards. We are encouraged that this surplus indicates that PSNI is becoming more accepted across Northern Ireland.

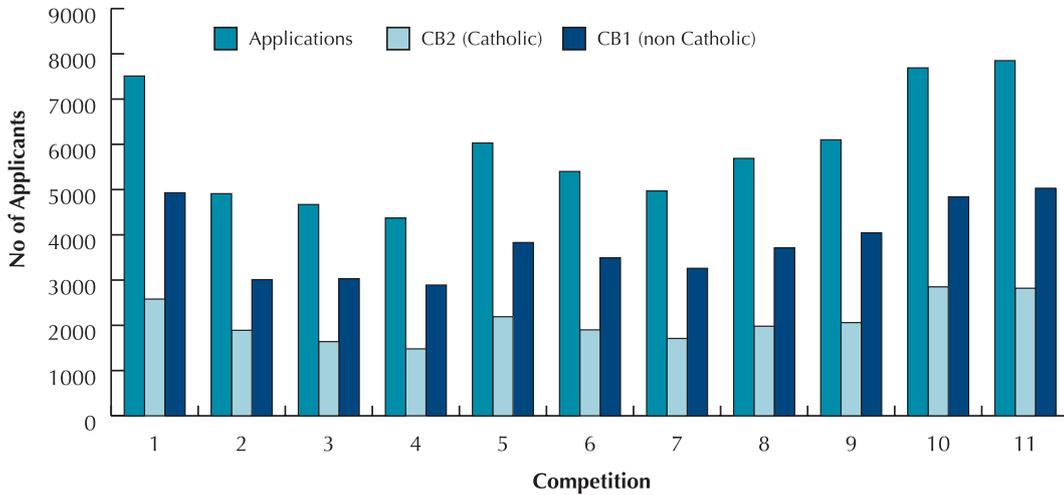
Chart 3.2, outlines progress towards the Catholic composition targets in the twelve month period to October 2006 and Chart 3.3 gives an indication of the breakdown of trainee applicants by religious affiliation.

**Chart 3.2 - Catholic Representation in the PSNI**



- KEY:**
1. Target 30% by December 2010
  2. Interim Target 23.5% by March 2008
  3. Interim Target 18.5% by March 2006
  4. Interim Target 13.5% by March 2004

**Chart 3.3 - Recruitment for Trainee Constables**

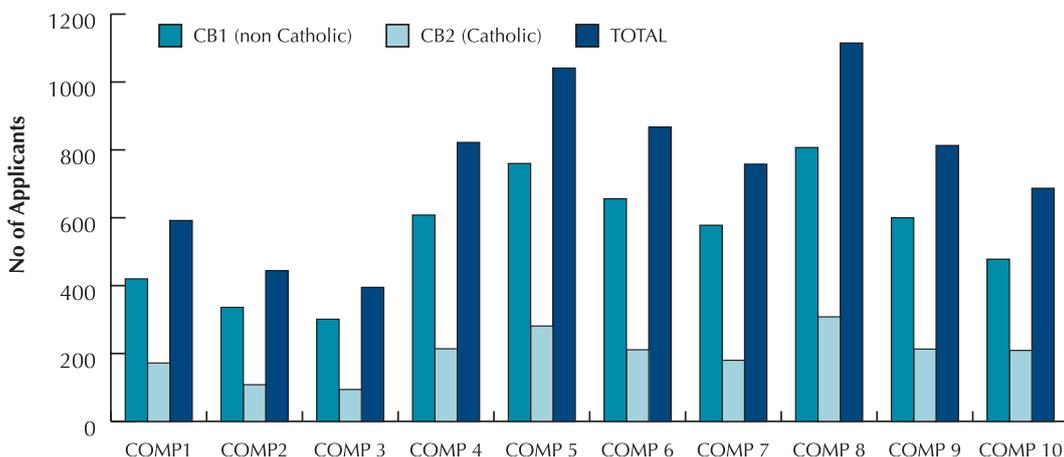


## Future Programme of Work

The goal of the PSNI is to appoint 440 police officers annually on a 50:50 basis in order to achieve the overall target of 30% Catholic representation in the Service by 2010/11. An interim target of 23.5% has been set for March 2008. Appointments from competitions eight, nine and ten are ongoing.

Preliminary data indicates that recruitment competition eleven will produce a merit pool of approximately 500 qualified applicants, that is, those candidates who reach a specified standard of merit in the selection procedure. As recommended by Patten, and provided for in temporary legislation, an equal number of Catholics and non-Catholics are then drawn for appointment. It is envisaged that once the PSA target of 30% Catholic police officers by December 2010 is met, the 50:50 appointment process from the merit pool will no longer be necessary and the number of Catholic officers will increase naturally. Chart 3.4 provides a breakdown of applicants who met the required standards in competitions one to ten by community background.

**Chart 3.4 - Merit Pool Table - Competition 1-10**



## PSA 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.

## PSA 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.

This target is well on track with confidence currently up by four percentage points.

The level of the community's confidence in the criminal justice system is measured annually via an independent and representative public survey, the Northern Ireland Crime Survey (NICS<sup>3</sup>).

Results from six NICS 2003/04 indicators, each of which measures a different aspect of confidence in criminal justice, have been used to produce a composite baseline figure of 39%. This consists of the unweighted average rating for confidence in the criminal justice system in terms of: -

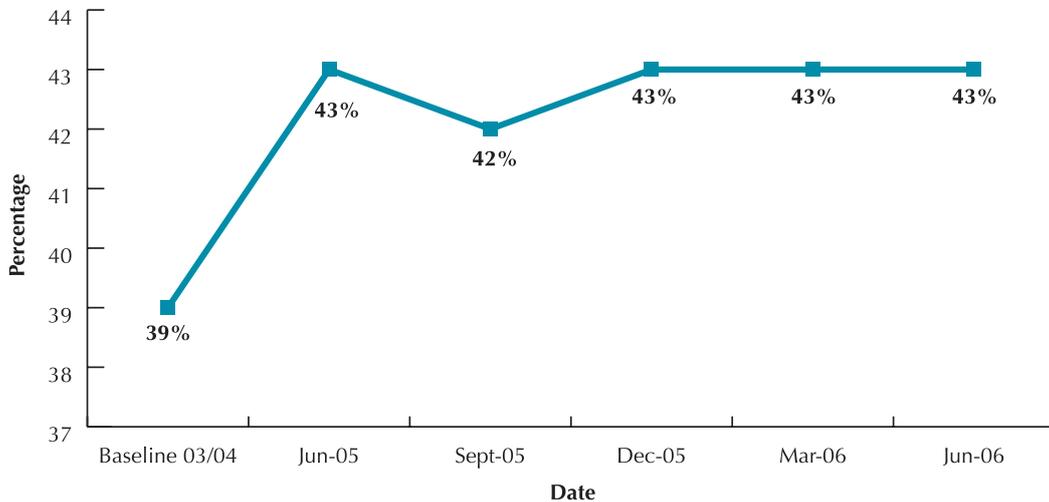
- respecting the rights of the accused;
- bringing people who commit crimes to justice;
- dealing with cases promptly and effectively;
- meeting the needs of victims;
- reducing crime; and
- dealing with young people.

The aim is to increase the composite confidence figure to 42% by March 2008. Comparable results for the six indicators are published by the Home Office in respect of England and Wales.

Performance Measures	Latest Outturn
Progress has been tracked with effect from January 2005 via the continuous Northern Ireland Crime Survey, an independent and representative public survey.	<p>The latest NICS fieldwork for the period July 2005 to June 2006 has produced a composite confidence figure of 43%, up four percentage points on baseline (39%) and one point ahead of the 42% target.</p> <p>Chart 3.5 outlines the survey results in relation to the criminal justice system over the last year.</p>

<sup>3</sup> For details on the operation of the NICS please see page 16

Chart 3.5 - Public Confidence in the Criminal Justice System



## Progress Since April 2006

Building on the success of criminal justice fortnight 2005, a similar week of events was held in June 2006. The programme encompassed the key criminal justice messages of building confidence in the system and took place under the theme of government listening to what people had to say on crime. As was the case last year, the week culminated in an annual stakeholder conference, the theme of which was forging links and partnership working within the Criminal Justice System Northern Ireland (CJSNI).

The conference also introduced a new initiative; a CJSNI awards ceremony, which aims to publicly recognise and reward outstanding work in partnership with local communities throughout the criminal justice system in Northern Ireland. It also celebrates the important contribution of staff towards developing a criminal justice system which serves and protects all the people of Northern Ireland. The Awards pay tribute to the staff and organisations within the community who are working in partnership to solve problems and address important issues that will make Northern Ireland a safer place and one in which the whole community has confidence.

During the course of this year's conference, links were forged with the Chair of the Lancashire Criminal Justice Board. They have introduced a number of new initiatives which they believe are improving public confidence, including a very focused communications strategy. It is intended to develop this relationship with a view to learning from their successful initiatives.

## Future Programme of Work

The criminal justice system is going through a process of transformational change, building on and going beyond the implementation of the Criminal Justice Review. The NIO is committed to demonstrating to the community in Northern Ireland that the process of end-to-end modernisation and reform, coupled with the significant downward trend in crime, is producing a criminal justice system in which the community can have full confidence.

In support of the initiatives that have been and continue to be introduced, work has been undertaken to try to understand what the public want from a modern, effective and efficient criminal justice system. A series of sub-questions that were piloted in the April 2005 Omnibus Survey were refined and introduced into the NICS in October 2005 for a seven month period. The resulting statistical data was received in early September 2006 and is currently being analysed. Not previously available in such a robust format, this new data should provide information that will allow the Department to target resources more effectively. The results provided by the NICS will also facilitate continued development of relationships with key delivery partners, particularly the Criminal Justice Board and the Criminal Justice and Policing Strategy and Delivery Group (SDG). These two groups meet on a regular basis to provide strategic direction on leadership and to support the good corporate governance of the criminal justice system in Northern Ireland. The SDG is made up of representatives from three key departments (David Hanson MP and Paul Goggins MP from the Northern Ireland Office, the Attorney General, Lord Goldsmith, and Bridget Prentice MP from the Department of Constitutional Affairs). This group is chaired by the Secretary of State for Northern Ireland.

The criminal justice system in Northern Ireland will continue to be monitored by the Criminal Justice Inspectorate Northern Ireland. Lord Clyde, the Justice Oversight Commissioner, published his sixth and final report in June 2006, which concluded his tenure. In his final address he commented that the "institutional changes and the operational progress which has been achieved over the last three years have been remarkable".

Members of the Criminal Justice Board agreed in October 2005 to further strengthen partnership working on the PSA Target 2 on confidence and other key strategic issues through joint targets. Ministers have now endorsed joint CJSNI targets on crime, diversity, reconviction and public confidence. Work is also ongoing to produce joint targets on case progress, building upon a strategy to tackle unwarranted delay in the criminal process. This enhanced partnership working should result in a more joined up service and therefore a more effective justice system which it is believed will enjoy an increased level of public confidence right across the community in Northern Ireland.

## PSA 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.

No specific Target.

The NIO's strategy for dealing with public order problems, which is regularly reviewed, is based on regular consultation and assessment of the security situation with the security forces taking account of prevailing political and operational conditions. The Government's principal adviser is the Chief Constable who assesses the threat from paramilitary groups, in terms of their intent, capacity and capability, from a wide range of intelligence. The threat assessment is kept under constant review, and Government Ministers discuss it on a regular basis with the Chief Constable and other security advisers. The broad aim is to reduce the number of major incidents and lessen the consequences of those incidents through effective and sensitive handling and pro-active interventions where appropriate.

The Department has put in place arrangements for monitoring major security incidents, breaches of public order, serious violence against the person and instances of major criminal damage so as to provide accurate information to evaluate policy.

The Independent Monitoring Commission (IMC) was formally established by International Agreement between the British and Irish Governments in January 2004. Its objective is to carry out its functions with a view to promoting the transition to a peaceful society and stable and inclusive devolved government in Northern Ireland. It does this by advising on matters relating to paramilitary activity and monitoring the progress of the security normalisation programme announced by the Secretary of State in August 2005.

The IMC has to date produced twelve reports. Seven examined paramilitary activity; three considered the security normalisation programme and two ad hoc reports covered the Northern Bank robbery in December 2004 and the UVF/LVF feud in the summer of 2005. There will be two further scheduled IMC reports published in early 2007; the first in March considering the normalisation programme and the second in April considering paramilitary activity.

Following the Agreement reached at St Andrews on 13 October 2006, the Secretary of State has requested a further ad hoc IMC report in January 2007.

## Progress Since April 2006

Overall, the security situation in Northern Ireland has continued to demonstrate an improving trend. The twelfth report of the IMC confirmed that the Provisional IRA is now firmly set on a political strategy, eschewing terrorism and other forms of crime; that it has changed fundamentally in the past three years; that it is no longer engaged in terrorism; and that it is no longer undertaking terrorist-type

training or recruiting. For the first time the IMC was able to identify worthwhile, albeit still very limited, progress in relation to loyalist paramilitary groups. Although the IMC also reported that dissident republicans continued to be active and to demonstrate the will to inflict serious harm, excellent policing thwarted a number of planned attacks in the period. The Real IRA claimed responsibility for incendiary devices placed in commercial premises in Newry and for explosive devices in Newry and the Irish Republic in August. This represented the first serious dissident activity since an incendiary campaign during December and January 2004/05.

The 2006 parading season was the quietest in many years, in stark contrast to the violent scenes of last year. For those potentially difficult parades, dialogue at a local level helped to secure peaceful outcomes. It is notable that, for the first time in 30 years, the military was not deployed on the streets of Northern Ireland on the 12 of July.

Key statistics in relation to security and public order are provided below, with a summary of the major trends.

Major Security Incidents	1 April 2003 to 30 September 2005	1 April 2004 to 30 September 2006*
Deaths	15	12
Shooting Incidents	484	353
Bombing /Explosions	119	92
Bombing/Defusings	102	72
<b>Total</b>	<b>720</b>	<b>529</b>

- The security situation in Northern Ireland has vastly improved in recent years and remains relatively peaceful.

Public Order Incidents	1 April 2003 to 30 September 2005	1 April 2004 to 30 September 2006*
Petrol Bombing Incidents	879	924
Street Disorders	10,314	10,098
Hijackings (inc attempts)	444	421
Other Public Order	1,099	972
<b>Total</b>	<b>12,736</b>	<b>12,415</b>

- The violent scenes from last year's Whiterock Parade (10 - 11 September) have distorted an otherwise improving trend in public order incidents.

Serious Violence against the Person	1 April 2003 to 30 September 2005	1 April 2004 to 30 September 2006*
Paramilitary Shootings	287	188
Paramilitary Assaults	313	217
<b>Total</b>	<b>600</b>	<b>405</b>

- The levels of paramilitary activity have dramatically improved in recent years and demonstrate clearly the positive impact of PIRA's commitment to eschewing violence.

\* 2006 statistics are provisional and may be subject to minor amendment.

## Future Programme of Work

This year's peaceful summer would not have been possible without the concerted efforts of political and community leaders, parading bodies, the PSNI and the Parades Commission. Continued dialogue will be essential to build on this year's success and the Government is considering how best to facilitate mediation arrangements to encourage early engagement in advance of next year's season. The Parades Commission is reviewing its working practices and, if necessary, the Commission's statutory guidelines will be adapted to ensure it operates as effectively as possible.

The next stages of the security normalisation programme will be implemented, subject to the fundamental requirement that an enabling environment exists. Tranche 1 of the programme was completed on 31 March 2006, with the second tranche due for completion in April 2007. The IMC continue to monitor progress in their six-monthly reports.

Another key part of the security normalisation programme is the repeal of the counter-terrorist legislation particular to Northern Ireland (namely Part VII of the Terrorism Act 2000) by July 2007. A Bill is to be introduced into Parliament in November which will deliver a number of measures which are necessary to fulfil the commitment to security normalisation in Northern Ireland.

Along with its normal activities, the police will of course continue to pursue prosecutions in relation to the dissident and loyalist activity over the summer. It is the NIO's intention that the amnesty provisions enabling decommissioning of paramilitary arms will be extended from February 2007 for the customary one year period.

## PSA 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.

### PSA Target 3 (part 1)

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

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

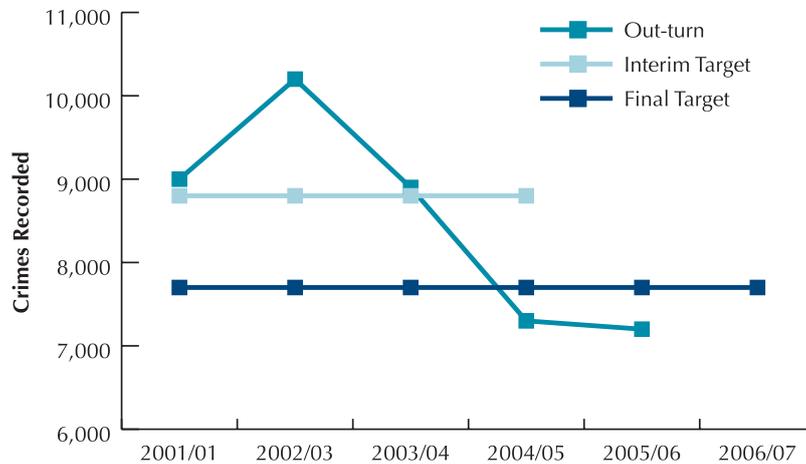
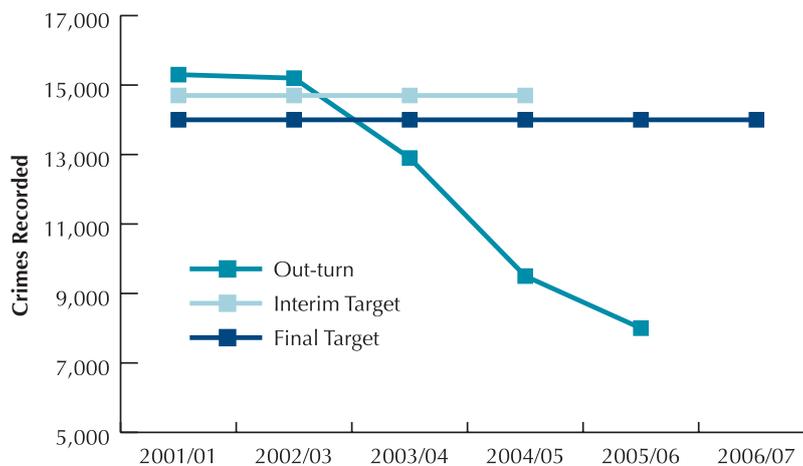
This target is expected to be over achieved; burglary is currently down by 20% and vehicle theft by 48%.

The recorded crime statistics for 2001/02, published by the Police Service of Northern Ireland in June 2002, provided the following baseline results for the crime reduction targets. During 2001/02, there were: -

- 9,064 domestic burglaries (including 93 aggravated offences); and
- 15,589 offences of theft from a vehicle (including attempts) or substantive theft or unauthorised taking of a vehicle.

Recorded crime is a National Statistics output, which is collated and validated by statisticians out-posted to PSNI from the Northern Ireland Statistics and Research Agency. Data is collected in accordance with Home Office counting rules and relates to the principal notifiable offence committed (the most serious recordable offence). The number of victims of offences is also counted. The data does not include summary (non-recordable) offences, such as those relating to motoring. Nor does it include unreported crimes or those not recorded by the police. While the offences selected have been largely unaffected by the recording changes in recent years, they could be susceptible to fluctuations in reporting behaviour. The Home Office counting rules provide the most authoritative technical notes on recorded crime.

Performance Measures	Latest Outturn
Recorded Crime Figures.	<p>Recorded crime figures for 2005/06 show: 7,259 domestic burglaries, down 20% on the baseline figure and ahead of the final target for April 2007 (7,704) by 5 percentage points; and 8,031 incidences of vehicle crime, down 48% on the baseline figure and ahead of the final target for April 2007 (14,030) by 38 percentage points.</p> <p>The April 2005 interim targets were exceeded by 17% and 32% respectively. Charts 3.6 and 3.7 show the year-on-year performance against the burglary and vehicle crime targets</p>

**Chart 3.6 - Recorded crimes of domestic burglary 2001/02 - 2005/06****Chart 3.7 - Recorded crimes of theft of or from a vehicle 2001/02 - 2005/06**

## Progress Since April 2006

Recorded crime figures to the end of August 2006 (which are subject to further adjustment) show that domestic burglary has fallen 4% and vehicle crime has reduced by a further 7% on the same period in 2005/06. This shows a continued downward trend in respect of both types of crime.

The Department has continued funding the Lock Out Crime scheme and a total of over 11,000 persons aged 65 and over now have enhanced security fitted to their homes. It is anticipated that over 18,000 older people will have improved home security when the work is completed. In addition the removal of untaxed vehicles, under Operation Clean Up, has continued and in the period since the project commenced up to the end of September 2006, a total of 5,784 vehicles had been removed from the Greater Belfast area, the majority of which were destroyed.

## Future Programme of Work

To assess the impact of the additional home security measures provided under Lock Out Crime on those eligible for the scheme, the delivery agent will be conducting a survey seeking to establish customer's views on service delivery and the effect on their home security. The police and an independent evaluator have been asked to conduct an assessment of the impact of Operation Clean Up to inform decisions about future funding.

Working in partnership with the Department of Social Development, Belfast City Council and Bryson Charitable Trust, the Department's Community Safety Unit (CSU) has been involved in an alleygating project aimed at reducing domestic burglary and anti-social behaviour, whilst improving the environment for those affected by the scheme, in five areas of Belfast. Two areas have been gated to date and work is proceeding to complete the community consultations and to secure the necessary government approvals for the remaining three areas.

Working with Help the Aged and Age Concern, the CSU has also agreed to fund a Handyvan scheme similar to that operated in GB. This scheme which was launched in March will assist with the installation of home security measures for older people who do not meet the criteria of the Lock Out Crime scheme.

In September 2006 the CSU and the police, together with a corporate sponsor, launched an initiative to tackle domestic burglary. The initiative has two main features. The first is a DVD that outlines the main features of domestic burglary in Northern Ireland - what items burglars are seeking and what simple but inexpensive actions householders can take to make their homes more safe and secure. The DVD can be used by a range of organisations, both statutory and community, as an information and awareness tool. To support this DVD a website has been developed [www.howsecureismyhome.com](http://www.howsecureismyhome.com). This offers householders an opportunity to assess their own home security against a standard. Each householder secures a red, amber or green rating and the site provides suggestions regarding areas for improvement.

## PSA Objective 6

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

### PSA 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.

The data so far suggests that reconviction rates have been lower than predicted but are increasing, so there is no room for complacency.

The system for measuring reconviction rates has been developed by Northern Ireland Statistics and Research Agency statisticians outposted to the NIO. A reconviction rate is defined as the percentage of offenders who were reconvicted, for any offence, within two years from the date of their non-custodial disposal or discharge from custody into the community. A database has been generated which provides information on reconviction rates for the periods 1998, 1999 and 2000. A predictor model has been developed, based on this information and the best practice, evidence-based approach originally developed by the Home Office, and refined to be Northern Ireland specific. This model, which was completed in the autumn of 2004, generates predicted reconviction rates on an annual basis. Predicted reconviction rates are an estimate of the percentage of offenders who are likely to re-offend within a two year period, having controlled for offender characteristics i.e. predictions assume that the nature of offending and the behaviour of offenders remains the same in each given cohort.

Previous work in this area demonstrated that a good predictor of reconviction was obtained by combining the total number of court appearances leading to a conviction and the time since the first conviction in a conviction rate variable. This variable is usually referred to as the Copas rate. The analysis demonstrated that for both the custodial and community sentence models the Copas rate was the strongest predictor of reconviction. Other significant predictors of reconviction for the custodial model included the principal baseline offence, age at discharge from baseline offence, previous convictions for violent behaviour, previous burglary convictions, baseline sentence length and age at first conviction. In addition to the Copas rate other significant predictors of reconviction for the community sentence model included age at baseline conviction, principal baseline offence, scheduled principal offence and gender. The 2001, 2002 and 2003 overall predicted rates are 46.5%, 46.4% and 48.5% respectively. The actual overall two-year reconviction rate for 2001 was 41.4% and for 2002 was 43.1%.

#### Performance Measures

Achievement of target measured by the reconviction data for the 2005 cohort.

#### Latest Outturn

By its nature the outturn can only be identified for the 2005 cohort when the data on reconviction over the two years following discharge is available and aggregated.

## Progress Since April 2006

A reconviction monitoring group has been established and is meeting regularly. The group is reviewing progress on developing and rolling out activities aimed at supporting the reconviction strategy and exchanging intelligence and good practice.

The reconviction target is only achievable through the criminal justice sector delivering a wide range of inter-locking and mutually supporting activities. While there is evidence from elsewhere that such a complex network of activity can influence behaviour and thus offending, it is not the only influencing factor. Evidence suggests that re-offending (and thus reconviction) is also influenced by an individual's past history of offending, their family support, educational attainment, mental health and their overall social context. As a consequence, while the performance of offending behaviour reducing activities across the criminal justice sector can be monitored and their effectiveness assessed, it is problematic to capture and quantify the specific, direct impact of these activities on the change in reconviction.

The NIO's expectation is that the activities developed as part of SR2004 will collectively influence the marginal level of reconviction over the period, thus bringing it below the expected (predicted) level by April 2008 by the required 5%. Some indicators of success may be gleaned from earlier cohorts, although the developing resettlement initiative and community based programmes will not have had the same impact on earlier cohorts of offenders.

## Future Programme of Work

The Reconviction Monitoring Group and the Resettlement Multi-Agency Forum (established to oversee the roll-out of the supporting resettlement strategy) both meet on a regular basis to monitor developments, exchange information and good practice and provide advice to agencies and other bodies on activities supporting the achievement of the reconviction target. In addition, work is being commissioned to scope the proposed development of an inter-agency re-offending strategy for CSR2007.

Given the nature of the target, the performance information reported in mid-2008 will be set against the spending review as a whole. This recognizes that activity undertaken while offenders are in custody and during the two years of assessment post custody collectively contributes to the achievement of the outcome performance.

There are a number of inter-locking initiatives being progressed by statutory and voluntary agencies to reduce re-offending, and thus re-conviction. These range from a drink-driving scheme, a scheme targeted at disqualified drivers that has been demonstrated to reduce re-offending by 75%, to novel and innovative mentoring and offender support schemes in the community, which link to and complement work being done by the Probation Board and the Northern Ireland Prison Service as part of a regional re-settlement strategy. The inter-agency collaborative work on monitoring and managing risks associated with sex offenders on release from prison (MASRAM) is also important in reducing re-offending and protecting the public.

## PSA Objective 7

To ensure a cost effective prison service.

### PSA 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.

The target was met in 2005/06 and is expected to be met in 2007/08 but is at significant risk in the current year.

The cost per prisoner place (CPPP) target is calculated by dividing the operating costs, measured in resource terms, by the average total available number of prisoner places (not the average number of prisoners) defined as Certified Normal Accommodation (CNA). This was similar to the CPPP calculation method previously used in England and Wales, but that now excludes significant costs including healthcare, education and escorting.

The method of determining CNA will also be based on the methodology hitherto used in Great Britain (as defined in HM Prison Service Order No: 1900 of 2001). Annual cost per prisoner place targets are published in the Northern Ireland Prison Service Corporate and Business Plan and on the Northern Ireland Prison Service and NIO web sites.

Performance Measures	Latest Outturn
The CPPP target is calculated by dividing net operating costs by the number of staffed prisoner places certified as normal prisoner accommodation.	The 2005/06 CPPP target of £86,290 has been met.  The actual outturn was £85,900.

## Progress Since April 2006

As reported previously, the interim target of £85,250 in 2006/07 is at significant risk. This is because, for sound reasons, the number of prisoner places has not increased as planned at the time the target was set pending work on the Service’s wider estate strategy. However, steps are being taken to meet the target in future years.

Work has continued on the 6 strands of the Prison Service’s holistic Strategic Development Programme – (Blueprint) as follows:-

- population projections and operational needs;
- development of the Prison Service Estate Strategy;

- the Service's approach to contestability;
- exploring the option of contracting out the full range of escort services;
- staff reward and recognition; and
- the remaining efficiency programme.

Strands 1 to 3 have, in the main, been completed in terms of research and developing future strategic policy. Work is outstanding on some options for the Estate Strategy and the Service is taking this forward at the request of Ministers in partnership with the Strategic Investment Board. Ministers have also given approval for an in-house approach to the future delivery of the escorting service. This will be implemented from 5 February 2007 and will deliver significant savings.

Good progress has been made on Strand 5 and discussions on a three year pay and efficiency programme have been held with the POA, including up front reductions in posts and the introduction of new types of staff, with proposals being put to the Public Sector Pay Committee. The package has scope to deliver increasing savings over a four year period.

Strand 6 comprises a range of separate improvements and efficiency projects, the full implementation of which will span a number of years.

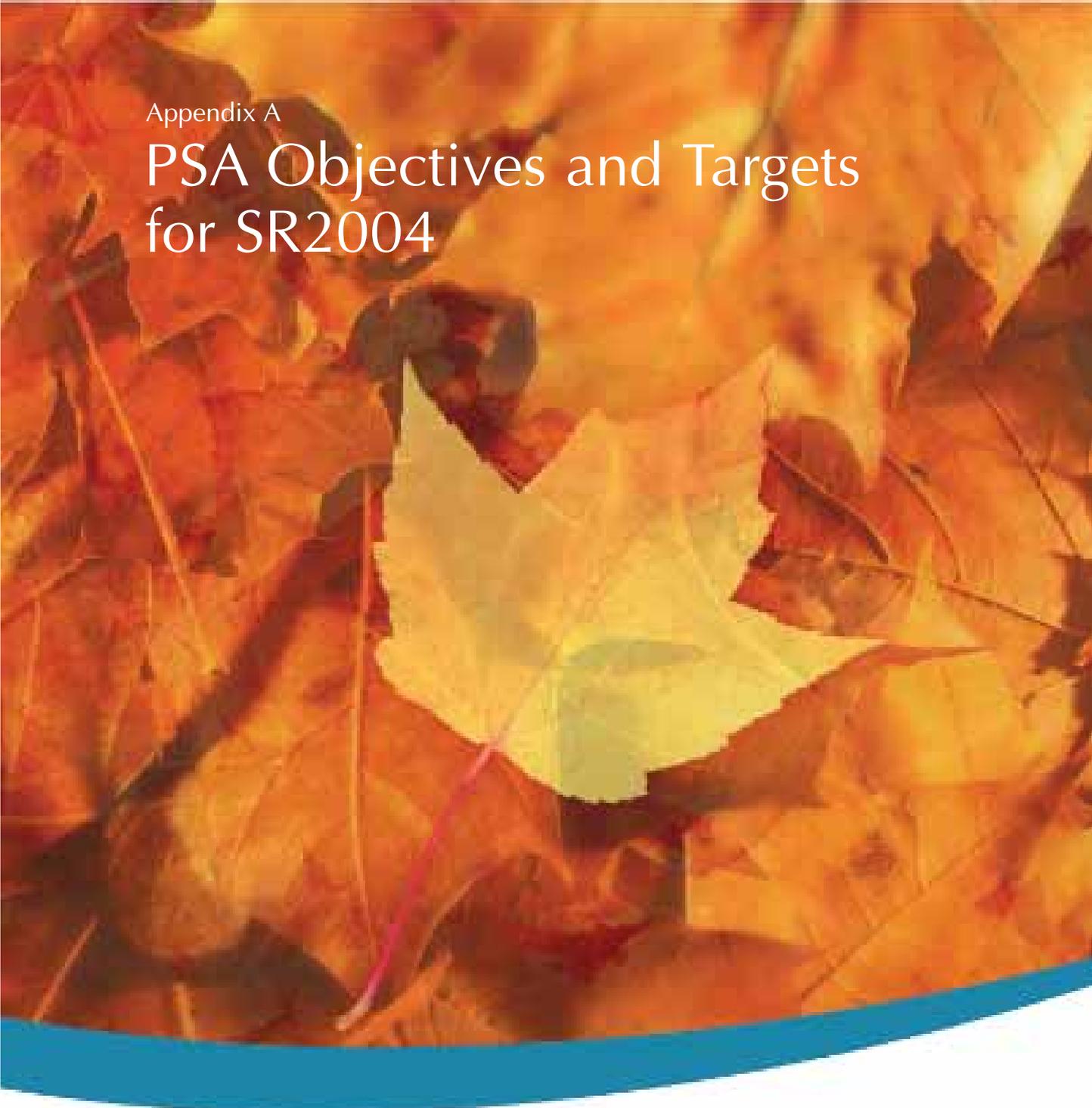
These measures should have the effect, with others, of ensuring the achievement of the cost per prisoner place target in 2007/08 and will deliver further reductions in the CPPP in future years.

## Future Programme of Work

The programme of work arising from the 6 strands will continue to be developed and implemented to create the shape of the Prison Service over the next decade and beyond.

Appendix A

# PSA Objectives and Targets for SR2004





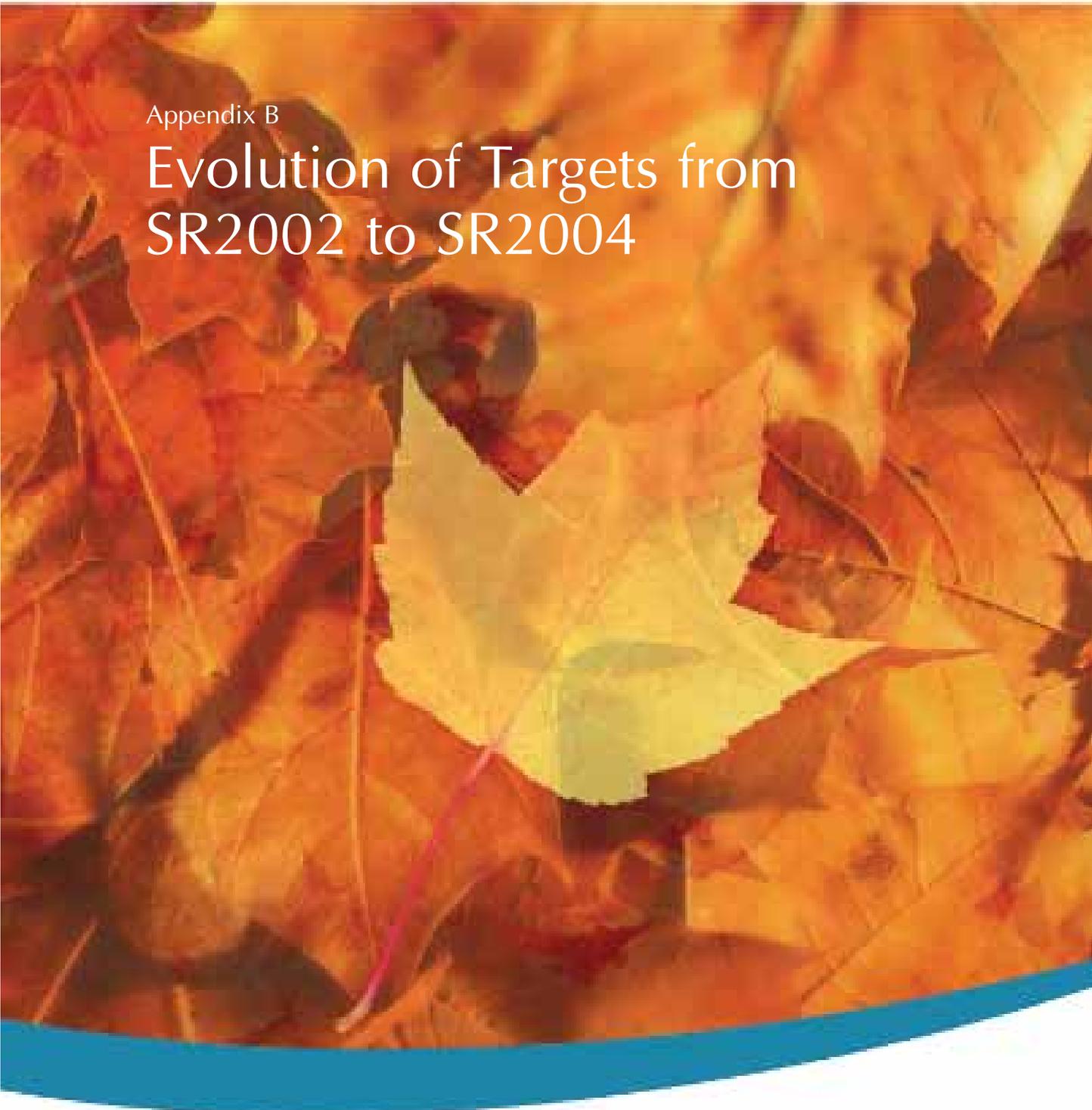
**Aim:** To secure a lasting peace in Northern Ireland based on the Good Friday Agreement, in which the rights and identities of all traditions in Northern Ireland are fully respected and safeguarded and in which a safe, stable, just, open and tolerant society can thrive and prosper.

Objective	PSA Target
1. To support the devolved institutions in Northern Ireland when devolution returns and encourage further political development through positive and constructive relations with the Assembly and Executive and the Irish Government and effective contributions to the British-Irish Council and British-Irish Intergovernmental Conference.	No specific PSA target was set against this 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.	<p>1. <i>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.</i></p> <p><i>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.</i></p>
3. To promote and build confidence in a criminal justice system in Northern Ireland that is efficient, effective and responsive through implementing the published plan of agreed changes deriving from the accepted recommendations of the review of the criminal justice system established under the Good Friday Agreement.	2. <i>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.</i>
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.	No specific PSA target was set against this 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.	<p>3. <i>The Northern Ireland Office, working in conjunction with other agencies, will:</i></p> <ul style="list-style-type: none"> <li>• <i>reduce domestic burglary by 2% by April 2005 and by 15% by April 2007;</i></li> <li>• <i>reduce theft of and from vehicles by 6% by April 2005 and by 10% by April 2007;and</i></li> </ul>
6. To ensure that the supervisory and custodial sentences imposed on offenders by the courts are delivered appropriately to protect the people of Northern Ireland and help reduce the risk of re-offending.	<ul style="list-style-type: none"> <li>• <i>by April 2008, reduce the rate of reconviction by 5% compared to the predicted rate.</i></li> </ul>
7. To ensure a cost effective prison service.	4. <i>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.</i>



Appendix B

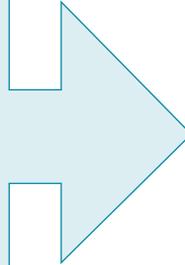
# Evolution of Targets from SR2002 to SR2004



**SR2002 Targets**

**Target 1**

Increase confidence in the police throughout all parts of the community in Northern Ireland, based on a suite of measures on public views on contact with the police and the fairness and effectiveness of policing and policing arrangements. Results will be published annually.



**Rolls forward and becomes target 1 in SR2004.**

**SR2004 Targets**

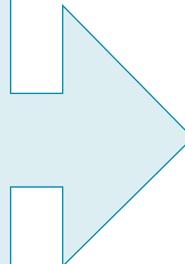
**Target 1**

Increase confidence in the police throughout 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.

**Target 2**

A progressive increase in the Catholic representation in the police service towards a target of 30% Catholic representation by 2011 as proposed by Patten, with an interim target of 13.5% by March 2004.



**SR2002 Targets**

**Target 3**

Increase confidence in the criminal justice system throughout all parts of the community in Northern Ireland, based on a suite of measures of public views on the fairness, effectiveness and accessibility of the criminal justice system. Results will be published annually. In support of this target, the Northern Ireland Office, working in conjunction with other agencies, will, by April 2007 reduce:

- domestic burglary by 15%;
- vehicle crime by 10%;

with an interim target for April 2005 as follows:

- reduce domestic burglary by 2%;
- reduce vehicle crime by 6%.

In addition, the Northern Ireland Office, working in conjunction with other agencies, will reduce the rate of re-conviction, to be measured annually by a system and against baselines and challenging targets to be published by December 2002.

**Target 4**

Ensure that the annual cost per prisoner place in Northern Ireland does not exceed annual limits for each of the three financial years of the 2002 Spending Review period, namely, 2003/04, 2004/05 and 2005/06. The annual limits will be published in autumn 2002.

**Rolls forward and becomes targets 2 and 3 in SR2004.**

**Rolls forward and becomes target 4 in SR2004.**

**SR2004 Targets**

**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.

**Target 3**

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

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

**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.





