



Northern
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Office

COMPREHENSIVE SPENDING REVIEW 2007

PUBLIC SERVICE AGREEMENT

JUSTICE FOR ALL

Delivery Agreement
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Northern Ireland Office
Comprehensive Spending Review 2007
Public Service Agreement

JUSTICE FOR ALL
DELIVERY AGREEMENT

PSA OUTCOME: 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”

Lead Department
Northern Ireland Office
Lead Secretary of State
Rt Hon Shaun Woodward MP
Senior Responsible Officer
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1. Vision

Our vision for the Justice for All PSA outcome is that by 31 March 2011:

“The public of Northern Ireland have confidence that the criminal justice system is delivering effective and timely justice for everyone.”

A more efficient, effective and joined-up criminal justice system will be achieved through increasing public confidence, improving victim and witness satisfaction, and reducing the time taken to trial in dealing with offenders.

2. Measurement

Aims	Key Performance Indicators (KPIs)	Target	Measurement Summary
Increase public confidence in the criminal justice system.	Confidence in the fairness and effectiveness of 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 Witness and Victim Experience Survey (WAVES).

Shorten the time taken to progress criminal cases.	Time taken to trial in <u>Crown Court</u> cases.	Achieve average timescale: Charge to decision to prosecute -140 days.***	Public Prosecution Service (PPS) Database.
Shorten the time taken to progress criminal cases.	Time taken to trial in <u>Magistrates' Court</u> cases.	Achieve average timescale: Charge cases (Charge to decision to prosecute) -54 days. Summons cases (Report to first appearance) – 146 days.***	PPS Database.
Shorten the time taken to progress criminal cases.	Time taken to trial in <u>Youth Court</u> cases.	Achieve average timescale: Charge cases (Charge to decision to prosecute) -35 days. Summons cases (Report to first appearance) – 132 days.***	PPS Database.

*The department intends to consider the work being taken forward by the Ministry of Justice (MoJ) with a view to considering if we need to change our indicators to maintain comparability with E&W. Two new questions on the fairness and effectiveness of the criminal justice system, developed by Home Office statisticians, have been included in the NICS from October 2007, with a view to calculating a baseline covering six months' fieldwork to the end of March 2008. The aim will be to achieve a statistically significant increase in public confidence in the fairness and effectiveness of the criminal justice system by March 2011. Therefore, figures for this target/indicator will not be agreed with HM Treasury until July 2008 when MoJ work reaches a conclusion.

** This target will be dependent on the results of the soon to be established Northern Ireland Witness and Victim Experience Survey (WAVES) which is based on a similar Office of Criminal Justice Reform (OCJR) model. We are working closely with officials in England & Wales who are further advanced in the exercise to establish a baseline. It is expected that the NI survey will be operational by end of June 2008 with a NI baseline known by the end of December 2008. Performance will be measured on all answers to a question which asks a random sample of victims and witnesses: "Overall, were you satisfied or dissatisfied with the contact you have had with the CJS?" The question is assessed on a seven point scale ranging from completely satisfied to completely dissatisfied. Satisfaction is defined as all victims and witnesses who are very, completely or fairly satisfied with the service they receive. Figures for this target /indicator will be agreed with the Treasury.

*** Achievement of these targets depends on the relevant agencies working jointly in partnership. With the focus on time taken to trial there will be an increased need for organisations to ensure cases are processed to the agreed required standard.

3. Delivery Strategy

The NIO is responsible for delivery and monitoring of this outcome. This PSA broadly mirrors the Home Office's PSA 'Deliver a more effective, transparent, and responsive Criminal Justice System for Victims and the public', but NIO has adapted it to the circumstances in Northern Ireland. This PSA has been developed in consultation with HM Treasury during the preparation for 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.

KPI 1 - Confidence in the fairness and effectiveness of criminal justice system.

The effective delivery of the "Confidence in the criminal justice system" target will be further developed with the strong involvement of our delivery partners. It will remain included in all business plans and will be a high priority area for both the Criminal Justice Board (CJB) and the Criminal Justice & Policing Strategy and Delivery Group (SDG). The latter is chaired by the Secretary of State for Northern Ireland. Outcomes of the Northern Ireland Crime Survey will be analysed and submitted to the CJB and SDG for review and development of a strategy to further enhance confidence.

KPI 2 - Victim and Witness satisfaction

The effective delivery of this KPI is intrinsically linked to, and will be progressively driven by, the commitments set out in the new Criminal Justice System Northern Ireland (CJSNI) Victim and Witness Strategy. The strategy aims to improve the services being delivered to victims and witnesses, and to increase their overall satisfaction with those services across the criminal justice system, in 5 key objective areas:

1. Access to information on the Criminal Justice System;
2. Provision of information on case progress;
3. Delivering a consistently high standard of service;
4. The availability of appropriate levels of support;
5. Listening to victims.

On a multi-agency level, the Victim and Witness Steering Group (VWSG) will manage and monitor performance against each of the respective strategic objective areas identified above. These will be the subject of review by the Criminal Justice Board. A dedicated group will also be established to steer development and progression of WAVES.

KPIs 3 – 5 – Time taken to trial in Crown / Magistrates' / Youth Court cases

A suite of measures and proposals will be considered and taken forward by the criminal justice system in Northern Ireland both jointly or by individual agencies, and include:

- Individual agencies' internal targets will be set beside the overall targets.
- Improved communications.
- Promotion of new habits and cultures.
- Alternatives to prosecution in the courts will be explored and developed.
- Consideration of revision of the legislative basis for criminal procedure.

- Building upon the existing corporate mechanisms to ensure that improvement in one place does not adversely affect improvement elsewhere.

Levers

While the NIO has overall responsibility for delivery of this Government PSA outcome, successful progress against the KPIs is dependent on a range of key delivery partners and actors (see Delivery Actors, Sub Heading). The delivery chain map at [Annex B](#) illustrates the key levers and main actors involved in delivering the Government's Justice for All PSA outcome (and may require further refinement dependent on the development of the chosen KPIs).

A range of levers is available to us to help support the collective achievement of the 'Justice for All' PSA Outcome. Key among these is:

- i. Ministerial Criminal Justice and Policing Strategy and Delivery Group (SDG)
- ii. Criminal Justice Board for Northern Ireland (CJB)
- iii. NIO Departmental Board
- iv. Sponsorship and/or partnering relationship between the NIO and Public Prosecution Service, Forensic Science Northern Ireland, Youth Justice Agency, Probation Board Northern Ireland, State Pathology Department.
- v. Criminal Justice Inspectorate
- vi. Liaison with Judiciary
- vii. Public interest

The NIO has ownership and/or direct input into levers (i) – (v). These provide strategic direction and enable shared ownership and commitment to the collective delivery of the PSA outcome. The judiciary are wholly independent but are very conscious of wider criminal justice performance issues, as are the PPS, who currently report directly to the Attorney General (this relationship may change post devolution). Both will play a key role in the achievement of delay targets as their approval will be needed to make any changes necessary to improve performance and ensure targets are achieved. The Criminal Justice Inspectorate will play an important role through their independent reports on improving the efficiency and performance of the CJS in Northern Ireland. Additionally, public and media interest in this area provide a valuable indirect lever to help gauge and measure progress against the PSA outcome. We will aim to develop and use measures including media coverage, Annual Stakeholder Conference and Awards, consultation seminars and workshops, the Northern Ireland Crime Survey and information available through publications and the internet.

Progress against the KPIs will be monitored and additional actions identified through both new and established review mechanisms. These include scheduled progress reports prepared for the SDG, CJB and the NIO Departmental Board. Details of progress will also be publicly available through the published NIO and Criminal Justice System NI (CJSNI) Annual Reports and through the CJSNI website. (www.cjsni.gov.uk)

Consultation Schedule

The KPIs have been developed in consultation with delivery partners and interested bodies, primarily using existing networks and bodies outlined in the 'Delivery Actors' sub heading. Consultation with the criminal justice statutory agencies was managed through the CJB and this Agreement was developed taking on board comments received from consultees and HM Treasury.

Consultation was managed through stakeholder networks and more active outreach consultation seminars were held, which engaged the wider statutory, voluntary and community groups. A public consultation was also undertaken for our Victims and Witnesses KPI. We will continue to use our networks as a forum to engage partners and interested bodies throughout the delivery of the PSA outcome. In addition, we will ensure that other opportunities are used as means to reach a wider audience, including the Annual CJS Stakeholder Conference, Criminal Justice Week, media coverage and public seminars etc.

User Engagement

Close engagement with relevant partner organisations has been of prime importance in developing the Victims and Witnesses Strategy and will remain key to the effective delivery of the Strategy and its related KPI.

The monitoring and measuring of progress made by criminal justice agencies in fulfilling their aim to improve the victim and witness experience, will involve direct engagement with victims and witnesses. The Witness and Victim Experience Survey (WAVES), a cross-cutting criminal justice satisfaction survey will seek the views of victims and witnesses on how they were treated, kept informed and supported by all of those agencies working within the criminal justice system. WAVES will be conducted by a professional consultancy team who will contact the victim or witness by telephone once their case has concluded. Any views obtained will be fed back to the multi-agency Victim and Witness Steering Group (VWSG) which will be responsible for considering how improvements can be made to future service delivery.

In addition, criminal justice agencies will continue to engage with users through direct consultation, invitations to dedicated seminars or workshops and through a continuous process of evaluating responses to their own customer satisfaction surveys.

In developing its new 5 year strategy, VWSG has engaged in consultation with criminal justice partners, and with the wider statutory and voluntary sector, including victims groups and those representing the Sec 75 equality interests. A range of consultation methods have been deployed including focused seminars, policy development workshops and formal public consultation.

Delivery Actors

The key organisations involved in delivering the PSA Justice for All Outcome are shown in Table 1. The contribution and accountability of key delivery partners are shown in further detail in Table 2.

Table 1: Key Delivery Actors

Organisation	KPI 1: Confidence in CJSNI	KPI 2: Victims & Witnesses	KPI 3 - 5: Time taken to Trial
Statutory Agencies			
Probation Board NI (PBNI)	X	X	X
Forensic Service NI (FSNI)	X		X
NI Courts (NICtS)	X	X	X
NI Prison Service (NIPS)	X	X	X

Police Service NI (PSNI)	X	X	X
Public Prosecution Service (PPS)	X	X	X
Youth Justice Agency (YJA)	X	X	X
State Pathology Department (SPD)	X		X
Compensation Agency		X	
Other Government Departments and Agencies			
Northern Ireland Office	X	X	X
Northern Ireland Statistics and Research Agency	X		
NIO Statistics & Research	X	X	
Home Office	X		
DHSSPS		X	
Other			
CJINI	X	X	X
Judiciary			X
Legal professions			X
Third Sector Organisations			
Voluntary & Community Organisations	X	X	

We will work with these groups through the following bodies and relationships:

- **Ministerial Strategy and Delivery Group**
Comprising: Secretary of State for Northern Ireland and NIO Ministers, DCA Minister with responsibility for the NICtS and the Attorney General (responsible for the PPS). Attended by the Chair of the Northern Ireland Criminal Justice Board; the Chief Constable, PSNI; and the Director of Public Prosecutions;
- **NI Criminal Justice Board**
Comprising: NIO, PPS, NICtS, YJA, PBNI, NIPS, and PSNI;
- **Delay Action Team (DAT)**
Comprising: PSNI, PPS, NICtS and YJA (and representation by the NIO's Criminal Justice Directorate). The DAT reports to the CJ Board and the Ministerial Criminal Justice Strategy and Delivery Group.
- **Sponsorship relationship** between the NIO and FSNI, YJA, PBNI, SPD; and
- **Quarterly liaison meetings** between the Law Society, Bar Council and NIO. Regular contacts with the Office of the Lord Chief Justice (LCJ) for NI and other members of the judiciary.
- **Northern Ireland Office Statistics and Research Branch** regular liaison meetings between statisticians and policy makers.
- **Northern Ireland Statistics and Research Agency Central Survey Unit.** Six-monthly meetings of NICS Working Group.
- **The Victim and Witness Steering Group (VWSG).** NI Criminal Justice Board sub-group, comprising NIO, PSNI, PPS, NICtS, NIPS, PBNI, YJA, Victim Support NI, NSPCC.

Table 2: Contributions and Accountabilities of Key Delivery Actors

Actor	Contribution to outcome	Lever/Incentives	Accountability Mechanism
KPI 1 : Confidence in CJSNI			
NIO NIO/ PPS/ NICtS/ PBNI/ PSNI/ NIPS	NIO will work collaboratively across the respective agencies to consider ways in which confidence might be increased. Monitor confidence levels through the Northern Ireland Crime Survey (NICS) and evaluate the effectiveness of the data to help understand the main confidence drivers. Once the overarching target has been agreed - internal targets and milestones, which feed into increasing confidence, will be established and agreed with all agencies.	Cooperation in joint effort by Criminal Justice Board. NICS Quarterly reports (on a rolling twelve month basis). Agreed Joint Criminal Justice board targets.	NIO Ministers and the public. Northern Ireland Crime Survey Working Group. Member of the Criminal Justice Board.
NISRA	Central Survey Unit organise and collect data from public source.	Funded for carrying out survey.	National Audit Office.
KPI 2: Victims & Witnesses			
PSNI	Identify the needs of all victims and witnesses as early as possible in the process. Timely referral of all eligible victims to Victim Support. Contribute to the development of a cross-cutting Victims Code of Practice. Ensure information on the progress of a case is provided to victims and witnesses at each key stage of the criminal justice process.	Progress will be monitored through the multi-agency Victim and Witness Steering Group (VWSG) and reviewed by the Criminal Justice Board and CJINI. Working protocols established with relevant partner organisations to ensure effective and streamlined service delivery.	Policing Board. Member of Criminal Justice Board. Member of the VWSG. Criminal Justice Inspection NI (CJINI).

<p>PPS</p>	<p>Adherence to the Code for Prosecutors and Victims and Witnesses Policy:</p> <p>Provide relevant training for key staff on victim and witness services;</p> <p>Take account of the impact on the victim when making a decision whether or not to prosecute;</p> <p>Provide information to victims at key stages of the process, including the outcome of the case;</p> <p>Apply for special measures for vulnerable or intimidated victims and witnesses where appropriate;</p> <p>Referral of all eligible victims to witness services; And:</p> <p>Contribute to the development of a cross-cutting Victims Code of Practice.</p>	<p>Progress will be monitored through the multi-agency Victim and Witness Steering Group (VWSG) and reviewed by the Criminal Justice Board and CJINI.</p> <p>Working protocols established with relevant partner organisations to ensure effective and streamlined service delivery.</p>	<p>Attorney General</p> <p>Member of Criminal Justice Board.</p> <p>Member of the VWSG.</p> <p>Criminal Justice Inspection NI (CJINI).</p>
<p>PBNI</p>	<p>Continue to provide information to eligible victims relating to community and custody supervised sentences.</p> <p>Contribute to the development of a cross-cutting Victims Code of Practice.</p>	<p>Progress will be monitored through the multi-agency Victim and Witness Steering Group (VWSG) and reviewed by the Criminal Justice Board and CJINI.</p> <p>Working protocols established with relevant partner organisations to ensure effective and streamlined service delivery.</p>	<p>NIO Board and Criminal Justice Directorate.</p> <p>Member of Criminal Justice Board.</p> <p>Member of the VWSG.</p> <p>Criminal Justice Inspection NI (CJINI).</p>

<p>NICtS</p>	<p>Provide a safe and comfortable environment for victims and witnesses.</p> <p>Provide specialist facilities for victims and witnesses with particular needs.</p> <p>Contribute to the development of a cross-cutting Victims Code of Practice.</p>	<p>Progress will be monitored through the multi-agency Victim and Witness Steering Group (VWSG) and reviewed by the Criminal Justice Board and CJINI.</p> <p>Working protocols established with relevant partner organisations to ensure effective and streamlined service delivery.</p>	<p>Lord Chancellor and Management Board.</p> <p>Member of Criminal Justice Board.</p> <p>Member of the VWSG.</p> <p>Criminal Justice Inspection NI (CJINI).</p> <p>HM Inspectorate of Court Administration (HMICA).</p>
<p>NIPS</p>	<p>Continue to provide information to eligible victims who opt into the PRVIS Scheme relating to the release/temporary release of a prisoner.</p> <p>Continue to consider the views of eligible victim/victim's family or representative, when making decisions on release or temporary release.</p> <p>Contribute to the development of a cross-cutting Victims Code of Practice.</p>	<p>Progress will be monitored through the multi-agency Victim and Witness Steering Group (VWSG) and reviewed by the Criminal Justice Board and CJINI.</p> <p>Working protocols established with relevant partner organisations to ensure effective and streamlined service delivery.</p>	<p>NIO Board.</p> <p>Member of Criminal Justice Board.</p> <p>Member of the VWSG.</p> <p>Criminal Justice Inspection NI (CJINI).</p>
<p>Compensation Agency</p>	<p>Continue to provide finance, by way of compensation, to eligible victims of crime.</p> <p>Contribute to the development of a cross-cutting Victims Code of Practice.</p>	<p>Progress monitored through bi-lateral meetings with CJ Directorate.</p>	<p>Secretary of State.</p> <p>NIO Departmental Board & CJ Directorate.</p>

YJA	<p>Continue to support the needs of victims in youth conference cases.</p> <p>Contribute to the development of a cross-cutting Victims Code of Practice.</p>	<p>Progress will be monitored through the multi-agency Victim and Witness Steering Group (VWSG) and reviewed by the Criminal Justice Board and CJINI.</p> <p>Working protocols established with relevant partner organisations to ensure effective and streamlined service delivery.</p>	<p>NIO Board and CJ Directorate.</p> <p>Member of Criminal Justice Board.</p> <p>Member of the VWSG.</p> <p>Criminal Justice Inspection NI (CJINI).</p>
Victim Support NI	<p>Continue to offer information, help and emotional support to victims of crime through the Community Service.</p> <p>Continue to work in partnership with NIO and criminal justice agencies to ensure effective delivery of the Witness Service in all Crown, magistrates' and Youth Courts.</p> <p>Continued support of victims claiming compensation under the Compensation Agency Tariff Scheme.</p> <p>Contribute to the development of a cross-cutting Victims Code of Practice.</p>	<p>Progress will be monitored through the multi-agency Victim and Witness Steering Group (VWSG) and reviewed by the Criminal Justice Board and CJINI.</p> <p>Working protocols established with relevant partner organisations to ensure effective and streamlined service delivery.</p>	<p>Victim Support Board of Directors.</p> <p>NIO Community Safety Unit.</p> <p>Member of the VWSG.</p> <p>Criminal Justice Inspection NI (CJINI).</p>

NSPCC	<p>Continue to work in partnership with NIO and criminal justice agencies to ensure effective delivery of the Young Witness Service in all Crown Courts, and full roll out into magistrates' and Youth Courts.</p> <p>Steer and co-ordinate development of support service practitioner guidance where appropriate.</p> <p>Contribute to the development of a cross-cutting Victims Code of Practice.</p>	<p>Progress will be monitored through the multi-agency Victim and Witness Steering Group (VWSG) and reviewed by the Criminal Justice Board and CJINI.</p> <p>Working protocols established with relevant partner organisations to ensure effective and streamlined service delivery.</p>	<p>NSPCC Board of Trustees.</p> <p>Authorised status under the Children's (NI) Order 1995.</p> <p>NIO Community Safety Unit.</p> <p>Member of the VWSG.</p> <p>Criminal Justice Inspection NI (CJINI).</p>
<i>KPI 3 - 5: Time taken to Trial</i>			
PSNI	<p>Continuing improvements in the preparation of case files.</p> <p>Improved communication and coordination with the PPS, leading to fewer RFIs.</p> <p>Internal targets, in line with Delay Targets, in respect of relevant processes.</p>	<p>Cooperation in joint effort by Criminal Justice Board.</p> <p>Case processing targets to tally with internal targets set by the Policing Board.</p> <p>Represented on the Delay Action Team.</p>	<p>Policing Board.</p> <p>Secretary of State's high level objectives.</p> <p>Member of the Criminal Justice Board.</p>
PPS	<p>Improved communication and coordination with the PSNI, leading to improved case preparation times.</p> <p>Internal targets, in line with Delay Targets, in respect of relevant processes.</p>	<p>Cooperation in joint effort by Criminal Justice Board.</p> <p>Case processing targets to tally with internal targets.</p> <p>Represented on the Delay Action Team.</p>	<p>Under the supervision of the Attorney General.</p> <p>Member of the Criminal Justice Board.</p>

NICtS	Internal targets, in line with Delay Targets, in respect of relevant processes.	Cooperation in joint effort by Criminal Justice Board. Case processing targets to tally with internal targets. Represented on the Delay Action Team.	Lord Chancellor and Management Board. Member of the Criminal Justice Board.
YJA	Improved management of youth cases. Internal targets, in line with Delay Targets, in respect of relevant processes.	Cooperation in joint effort by Criminal Justice Board. Case processing targets to tally with internal targets. Represented on the Delay Action Team.	NIO Ministers and Agency Board Member of the Criminal Justice Board.
PBNI	Internal targets, in line with Delay Targets, in respect of relevant processes.	Cooperation / joint effort with Criminal Justice Board.	Member of Criminal Justice Board.

4. Risk Management Strategy

A risk management strategy has been developed for the risks associated with the five KPI's. The key risks and mitigating actions are summarised in Table 3:

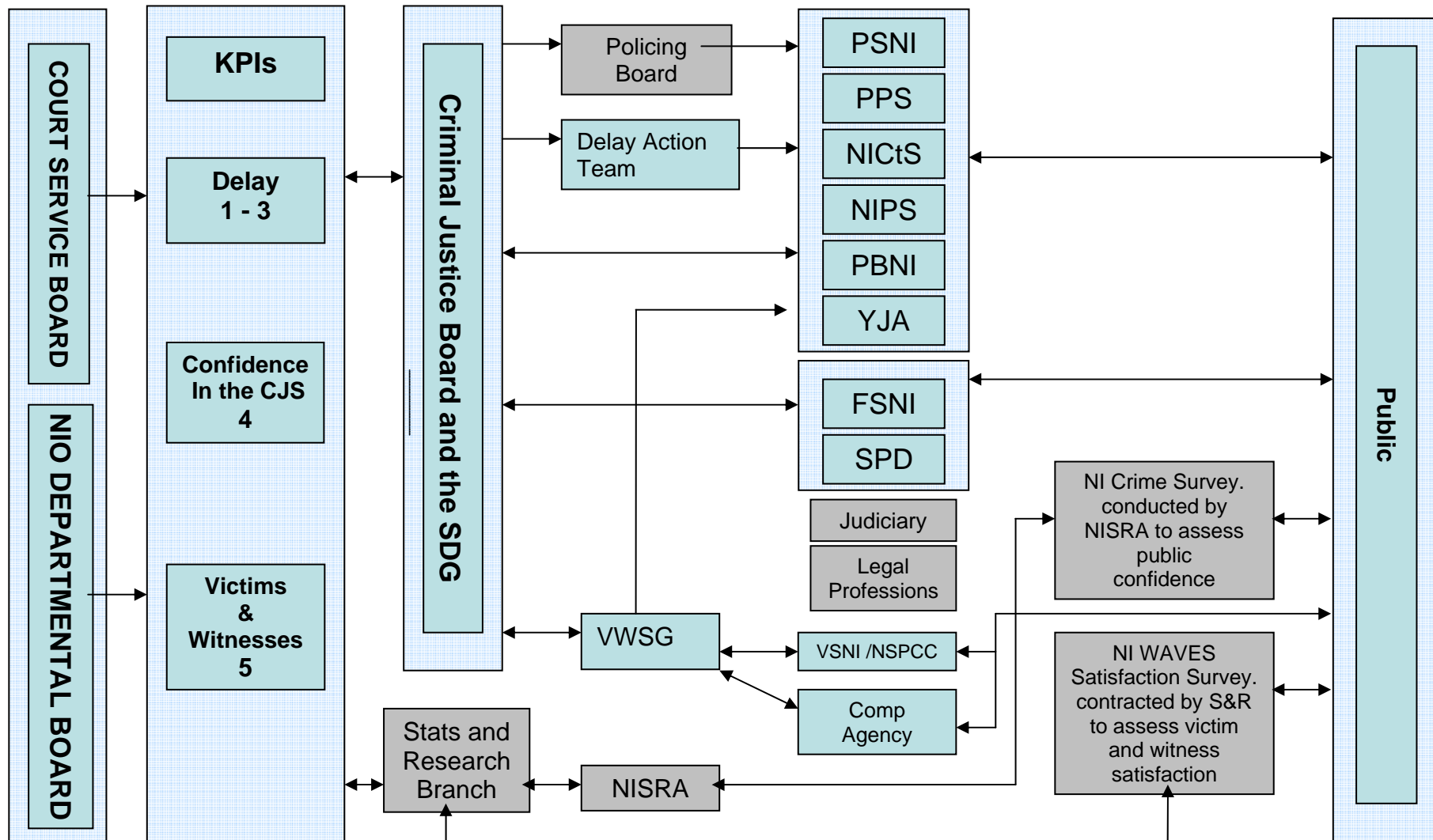
Table 3: Key Risks to Achieving the KPIs

#	Risk	Owned by	Mitigating Action
	Unforeseen events arise over the CSR07 period which creates funding pressures on the CSR settlement.	NIO	Increasing pressures may lead to the need for reprioritising decisions. Encourage key stakeholders to adjust objectives and priorities to ensure key programmes / initiatives completed.
KPI 1: Confidence in CJSNI			
1.	Political developments or controversy over devolution of policing and criminal justice impacts on implementation and delivery and affects public confidence.	NIO	Directorate and key stakeholders to keep abreast of political developments and provide timely advice for colleagues and Ministers engaged in the political process on the implications of any proposed developments.
2.	High profile media attention on unrepresentative incident or case negatively affects public confidence.	NIO	Closely monitor media coverage and develop a more assertive media and public information strategy to ensure public are aware of positive developments taking place and to counter unrepresentative headlines that may stimulate a strong negative public reaction.
3.	Difficulty in measuring and interpreting what precisely impacts upon the public's perception.	NIO	Ongoing evaluation of the effectiveness of the data being collected. Ongoing communication with Home Office to keep abreast of developments re. British Crime Survey.
KPI 2: Victims & Witnesses			
1.	a) Failure to secure commitment of delivery partners. b) Competing/change in NIO and partner priorities.	NIO/Criminal Justice Board and VWSG	Priorities embedded in the existing policies and plans of partner organisations. Ministerial support has been assigned to the new CJSNI Victims and Witnesses Strategy. Managed engagement across the criminal justice system (including the establishment of further partnership protocols, continuation of VWSG and its sub-groups, and the holding of specific seminars, focus groups and workshops).

2	Unable to secure appropriate baseline upon which to monitor and improve performance across agencies (WAVES).	NIO/Criminal Justice Board and VWSG	Seek alternative evidence based sources or mechanisms through which qualitative data can be achieved.
KPI 3 - 5: Time taken to Trial			
1.	Variable commitment of stakeholders leads to slow progress towards targets; failure to secure the commitment of delivery partners.	Criminal Justice Board	Managed engagement across the criminal justice system (including the continuation of cross-agency practitioner/policy adviser action group; regular monitoring of progress; Delay-focused seminar – (held on 18 February 2008).
2.	Establishing the specific causes of delay and identifying effective levers of influence against delay proves significantly complex and undermines the capacity of Government to tackle the issues.	NIO / Delay Action Team	Cross-agency group of practitioners and policy advisers have developed a first-stage action plan based on thorough research of the purported causes of delay, as well as the inspection by Criminal Justice Inspectorate NI (CJINI). Review of case-progress data against this action plan should confirm its effect. Contact with other UK jurisdictions should point to other areas of research and action that have been undertaken in the same field.
3.	Cultural causes of delay prove more significant but also harder to identify and address than procedural and systemic issues.	NIO / Delay Action Team	Working practices challenged as an element of the action plan; increased awareness within the statutory sector of the ministerial priority given to tackling delay across the criminal justice system.

The risks will be managed through Risk Management Registers developed and agreed with the relevant delivery partners. A register will be drawn up for each KPI. This will be regularly reviewed through existing mechanisms by the NIO, delivery partners and the CJB as appropriate.

PSA Outcome – Justice for All Delivery Map



Measurement Annex – Increase confidence in the fairness and effectiveness of the criminal justice system

Indicator fact sheet	
Indicator name	Increase confidence in the fairness and effectiveness of the criminal justice system (CJSNI) by March 2011.
Proxy indicator?	Yes
Data set used	Northern Ireland Crime Survey (NICS).
Data provider	Northern Ireland Statistics and Research Agency (NISRA).
Frequency of reporting	Once a composite baseline has been established, continuous NICS fieldwork will be used to track progress each quarter on a rolling 12-month basis. The results should be available eight weeks after each rolling period.
Calculation of baseline and subsequent outturns	The baseline and subsequent outturns will be calculated from two new questions on the fairness and effectiveness of the CJS, developed by Home Office statisticians and included in the NICS from October 2007.
Baseline figure and date	The Baseline figure will be derived from six months' NICS fieldwork, covering the period 1 October 2007 to 31 March 2008 (available by July 2008).
Last outturn figure and date	The last outturn will be based on NICS fieldwork for the year 1 April 2010 to 31 March 2011 (available by mid-June 2011).
Minimum level of change that would constitute a performance improvement, taking random variation into account	The target will be met if the last outturn shows a statistically significant increase compared with the baseline. The statistical significance of such a change will be measured at the 5% level of confidence, using standardised distributions (Z scores).
Data Quality Officer (name and/or post)	Head of NIO Statistics and Research Branch.

Key terms and explanation of target

The target is to increase confidence in the fairness and effectiveness of the criminal justice system (CJSNI) by March 2011. This will be measured using two Likert-style questions, developed by Home Office statisticians, concerning public perceptions of the fairness and effectiveness of the CJSNI. In order to elicit considered responses, each of the questions below will be preceded by a suite of questions covering relevant aspects of the performance of the CJSNI.

Thinking about all of the agencies within the criminal justice system, including the police, public prosecution, courts, prisons and probation services....

1. How confident are you that the criminal justice system as a whole is fair?
2. How confident are you that the criminal justice system as a whole is effective?

The primary response options to each question will be 'very confident', 'fairly confident', 'not very confident' and 'not at all confident'. The confidence rating will, therefore, be the combined percentage figure for those stating 'very confident' or 'fairly confident'. 'Don't know', 'refusal' and other missing responses will be excluded from the analyses.

Since October 2007, these questions have been included in the Northern Ireland Crime Survey (NICS), an independently conducted, representative, continuous personal interview survey, which is largely based on the British Crime Survey and which has a target, achieved annual sample of 4,000 adults (aged 16+) living in private households.

The baseline will be calculated from six months' NICS fieldwork, covering the period 1 October 2007 to 31 March 2008 (available by July 2008). The last outturn will be based on NICS fieldwork for the year 1 April 2010 to 31 March 2011 (available by mid-June 2011).

Once a baseline has been established, continuous NICS fieldwork will be used to track progress each quarter on a rolling 12-month basis. The results should be available 8-10 weeks after each rolling period.

The target will be met if the last outturn shows a statistically significant increase in the overall percentage of people who say they are confident in the fairness and effectiveness of the CJSNI, compared with the baseline. The statistical significance of such a change will be measured at the 5% level of confidence, using standardised baseline and outturn distributions (Z scores).

While the primary focus of the target will be on the overall Northern Ireland figure, progress throughout the community will also be monitored using a range of socio-demographic analyses, including age group, sex, religion and geographic region. These will be published annually in a National Statistics bulletin.

Measurement Annex – Increase victim and witness satisfaction with the CJS

Indicator fact sheet	
Indicator name	To increase victim and witness satisfaction with the CJS as measured in 2010/11 by [a to-be-specified number of] percentage points.
Proxy indicator?	Yes
Data set used	Witness and Victim Experience Survey (WAVES).
Data provider	To be determined.
Frequency of reporting	Once a composite baseline has been established, fieldwork will be used to track progress on a rolling (quarterly) basis.
Calculation of composite baseline indicator and subsequent outturns	Consideration will be given to calculating the composite baseline and subsequent outturns from indicators developed by the Office of Criminal Justice Reform (OCJR), subject to these proving viable following the outcome of the initial WAVES administration which will be operational not later than 30 June 2008. The fallback position would be derivation of a bespoke local baseline in the same time period.
Baseline figure and date	The composite baseline figure will be derived from the first administration completed not later than 30 June 2008.
Last outturn figure and date	The last outturn will be based on WAVES fieldwork for the four quarters of the year ending 31 March 2011.
Minimum level of change that would constitute a performance improvement, taking random variation into account	The criterion for minimum level of change will be that the last outturn shows a statistically significant increase compared with the baseline. The statistical significance of such a change will be measured at the 5% level of confidence, using standardised distributions (Z scores). This may or may not be the final criterion for the target itself, but will necessarily be a precondition in achievement of the target.
Data Quality Officer (name and/or post)	Head of NIO Statistics and Research Branch.

Key terms and explanation of target

The target is to increase victim and witness satisfaction with the CJS as measured in 2010/11 by [a to-be-specified number of] percentage points. This will be measured using a proxy, composite satisfaction figure derived from administration of the Witnesses and Victims Experience Survey (WAVES).

WAVES has not yet been administered in Northern Ireland, but has been widely used in England and Wales. The Northern Ireland survey is based on the England and Wales model developed by OCJR, and NIO officials are liaising closely with their OCJR counterparts who are further advanced in the exercise to establish a baseline. It would be the intention to run the first administration of WAVES in Northern Ireland by end of June 2008 and to derive from this a composite baseline against which subsequent administrations may be compared.

Consideration will be given to calculating the composite baseline and subsequent outturns from indicators developed by OCJR. Inevitably, however, the suitability of such indicators will be conditioned by local factors and by the comparability of results with those in England and Wales. Should the baseline methodology derived by OCJR prove not to be viable in the specific circumstances of Northern Ireland, consideration will be given to deriving a bespoke Northern Ireland composite as baseline.

Once a composite baseline has been established, WAVES will be administered on a rolling quarterly basis, with the final comparison outturn being that for the four quarters of 2010/11.

The target will be an improvement of a specified number of percentage points. A precondition of this target will be that it should require a statistically significant increase over the baseline. The statistical significance of such a change will be measured at the 5% level of confidence, using standardised baseline and outturn distributions (Z scores).

While the primary focus of the target will be on the overall Northern Ireland figure, progress throughout the community will also be monitored using a range of socio-demographic analyses, including age group, sex, religion and geographic region as feasible.

Measurement Annex – Shorten the time taken to progress criminal justice cases (Time to Trial)

Indicator fact sheet	
Indicator name	<p>1. for criminal cases to be tried in the Crown Court to meet the following standards, on average: Charge to Decision to Prosecute: 140 days.</p> <p>2. for criminal cases to be tried in the Magistrates' Court to meet the following standards, on average: Charge Cases (Charge to Decision to Prosecute): 54 days Summons Cases (Report to First Appearance): 146 days.</p> <p>3. for criminal cases in the Youth Court to meet the following standards, on average: Charge Cases (Charge to Decision to Prosecute): 35 days Summons Cases (Report to First Appearance): 132 days.</p>
Proxy indicator?	No
Data set used	Public Prosecution Service database;
Data provider	Public Prosecution Service in liaison with the Northern Ireland Court Service.
Frequency of reporting	Quarterly
Calculation of composite baseline indicator and subsequent outturns	The target figures have been calculated on the basis of specified improvements on the actual figures for the year 2006.
Baseline figure and date	As above
Last outturn figure and date	The last outturn will be based on the average delay outturn for the business year 2010/11.
Minimum level of change that would constitute a performance improvement, taking random variation into account.	Not applicable.
Data Quality Officer (name and/or post)	Head of Statistics (Public Prosecution Service).

Key terms and explanation of target

Data for measurement of these targets are derived from the currently existing information management systems held by the Public Prosecution Service with data input from the Northern Ireland Court Service as appropriate.

At some point during the lifetime of CSR07, responsibility for the collation and production of these statistics will be handed over to the NIO Statistics and Research Branch. The precise timing of this hand-over will be dependent on the modalities for routinely sourcing the statistics from the Causeway database.