

2002 Spending Review:

Public Service Agreements

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Foreword by the Chancellor of the Exchequer

This Government introduced Public Service Agreements (PSAs) in 1998, setting ambitious goals for key service improvements across the whole of Government. The PSAs in this document explain what what departments plan to deliver in return for the significant extra investment in public services over the next three years as set out in the 2002 Spending Review White Paper.

In each area of service delivery from housing to education, from policing to defence, we are tying new resources to new reform and results, developing a modern way of running good efficient public services. This requires effective monitoring of performance through independent and open audit and inspection; giving front line staff the power and flexibility to deliver results; extending choice; rewarding success and turning round failing services and organisations.

But it starts with demanding national targets. The PSAs set out here provide these targets, reflecting the Government's key priorities and focusing on the outcomes that matter most to the public on education, health, crime and transport and right across public services. Departments will be producing delivery plans for all the targets published here, with clear milestones and trajectories showing how the targets will be met, which will be summarised in published Service Delivery Agreements.

These PSAs represent an agreement between the Government and the public. Accountability is key. Previously departments have published progress against their targets annually. From now on, they will provide these reports twice a year, and we plan to introduce regular web-based reporting of progress against all PSA targets so that the public can access the information in a single place.

Since 1998, PSAs have focused efforts and helped to deliver results. Specific targets on health have helped to deliver a decline in the death rates from cancer and heart disease, and maximum waiting times for hospital treatment have fallen from 18 months to 15 months. The targets for attainment at age 11 have helped to bring about a 10 and 12 percentage point increase since 1998 in the number of children reaching the expected levels in English and maths for their age.

And alongside commitments on overall improvements in public services, PSAs also concentrate on levering up the performance in the most deprived neighbourhoods towards the national average - ensuring that wherever people live they benefit from the extra investment and improved delivery of public services.



Chapter 1

Introduction

This White Paper sets out Public Service Agreements (PSAs) for all main departments for 2003 to 2006. These:

- **set out around 130 demanding targets covering key areas of Government;**
- **underline the importance of outputs and outcomes raising standards in education, improving health and cutting crime; and**
- **set targets which the public will be able to track on regular web-based progress reports.**

A COMMITMENT TO BETTER PUBLIC SERVICES

1.1 Delivering better public services does not just depend on how much money the Government spends. Equally important is how well the Government spends it. Public Service Agreements set out departments' plans to deliver results in return for the investment being made. They provide a clear statement of priorities and a clear sense of direction, and they are an integral part of the Government's spending plans.

1.2 The Government introduced PSAs following the 1998 Comprehensive Spending Review, setting out publicly clear targets showing what departments aimed to achieve in terms of public service improvements for the first time. Progress against those targets has been reported every year in departmental reports.

1.3 In the 2000 Spending Review, the Government developed the PSAs set out in 1998 in a number of ways by:

- reducing the total of headline performance targets for the new period from around 300 to 160, focusing more on the Government's key priorities and outcomes;
- including at least one target in each departmental PSA about improving efficiency or value for money, which is a key part of the Government's agenda for delivering efficient public services;
- introducing Service Delivery Agreements (SDAs), which set out lower level input targets and milestones underpinning delivery of the headline PSA performance targets; and
- introducing Technical Notes, which explain how performance against each PSA target will be measured.

1.4 Public Service Agreements are also being extended to local government. Around 60 local authorities have now agreed 'Local PSAs' which link national targets with local priorities, and the approach is being rolled out to all higher tier authorities. To give an incentive to improved performance, extra funding is made available where targets are met. As part of the discussions on targets, the Government has agreed a range of freedoms and flexibilities for local government.

1.5 These reforms are now well established and the 2002 Spending Review builds on them. The PSAs published here set out what departments plan to deliver in return for the significant extra investment in public services going in over the next three years, set out in the 2002 Spending Review White Paper.

Structure of PSAs

PSAs bring together in a single document the aim, objectives and performance targets for each of the main Government departments. They include:

- **Aim:** a high level statement of the role of the department.
- **Objectives:** in broad terms, what the department is looking to achieve.
- **Performance targets:** under most objectives, outcome focused performance targets.
- **Value for money:** each department is required to have a target for improving the efficiency or value for money of a key element of its work.
- **A statement of who is responsible for the delivery of these targets.** Where targets are jointly held this is identified and accountability arrangements clearly specified.

REFINING THE PSA SYSTEM

Effective coordination

1.6 Real world problems often do not fit neatly within the boundaries of government departments and agencies. To be effective, organisations have to work together. PSAs encourage this by setting out the outcome Government wants so that all departments can see how their policies can contribute.

1.7 A number of targets are shared between two or more departments. For example, DTI and DWP share a target for increasing the employment rate of ethnic minorities, and narrowing the gap with the overall employment rate; and DfES and DCMS now share a target to increase children's participation in sporting activities.

1.8 There are three cross-departmental PSAs, which are set out in Section III. As well as the existing cross-departmental arrangements for the criminal justice system and action against illegal drugs, the responsibilities for childcare, early years and Sure Start have been brought together in a single inter-departmental unit under a single PSA. As a result of the transfer of employment responsibilities from the former Department for Education and Employment to the new Department for Work and Pensions, there is no longer a separate cross-departmental PSA on Welfare to Work.

1.9 Shared responsibility for common goals goes beyond ensuring that central government departments work collaboratively. In many areas of the public services, such as in education and social services, local government plays a key role in delivering national priorities. The targets in the Local Government PSA in Chapter 24, which have been developed from the shared priorities agreed between the Local Government Association and central government, set out those key national targets that rely on local government for delivery. They provide the high level goals that will form the basis of the next set of local PSAs first developed following the 2000 Spending Review.

Focusing on delivery

1.10 Having clear targets helps departments to focus on delivery and work effectively with the wide variety of bodies they need to get things done. The Prime Minister's Delivery Unit was established last year to strengthen the capacity of departments to deliver effectively on particularly challenging targets. It has been concentrating on the key areas of health, education, law and order, and transport. It is now planning to expand its scope to include priorities in the other main domestic service delivery departments. Working in close collaboration, the Treasury and the Delivery Unit will together ensure that departments have in place effective delivery plans for their new PSA targets. They will ensure that these plans contain robust and clear milestones and trajectories showing how delivery will be achieved over the target period, through effective implementation of reform and with the minimum bureaucracy. The key features of these plans will be set out in published SDAs in the autumn.

1.11 The Prime Minister's Office of Public Service Reform was also set up in 2001, and is focusing in particular on:

- communicating the principles and values of public service reform and customer focus to the wider public service, identifying and promoting best practice;
- models for improving public service delivery by working with departments on more flexible structures, systems, processes, and ways of involving the private and voluntary sectors; and
- pay and recruitment problems in the public sector.

Focusing on deprivation

1.12 The Government is committed to narrowing the gap between the poorest neighbourhoods and the rest of the country. This relies on government departments delivering improvements in public service outcomes in these areas. To underpin this strategy, the 2000 Spending Review set specific targets ('floor targets') for key government departments aimed at leveraging up the performance of public services in deprived areas towards the national average. The 2002 Spending Review takes this strategy further, with existing floor targets being rolled forward and strengthened, and new targets being added. This puts in place deprivation related targets for education, employment, crime, health, housing, enterprise, road accidents and regional growth.

1.13 The 2002 Spending Review has delivered substantial improvements to the set of floor targets, for example by:

- setting new school level floor targets for 11 and 14 year olds;
- covering a wider range of crimes;
- tightening the floor target on housing conditions to cover the private as well as social housing sector;
- introducing a new target to reduce over the long term the persistent gap in growth rates between different regions; and
- a new target to reduce the gap in productivity between the least well performing rural areas and the average.

1.14 In addition, a range of other new PSA targets will also have significant impacts on disadvantaged communities, for example the targets to:

- reduce the number of children in low-income households by at least a quarter by 2004;
- achieve a more sustainable balance between housing availability and the demand for housing in all English regions; and
- improve life outcomes of adults and children with mental health problems through improvements in access to services.

Enhancing accountability

1.15 The number of headline PSA performance targets for this forthcoming Spending Review period has been reduced from around 160 in the 2000 Spending Review to 130. Most targets have been rolled forward in line with the new spending plans, with adjustments where necessary to reflect experience. In some cases separate targets have been combined under a new headline target where they cover closely related areas. Some of the existing targets have not been included because they are an input into one or more PSA targets, rather than outcomes in themselves. These will normally be included in the department's Service Delivery Agreement. A small number of headline targets will not be carried forward as either new PSA or SDA targets, where they have already been, or soon will be, met; or superseded by new targets or events. The Treasury will shortly publish details on its website of how all the headline 2000 Spending Review PSA targets translate into the new PSAs.

1.16 The Government is strongly committed to regular public reporting on progress against PSA targets. Departments publish progress reports in their annual Departmental Reports in the spring. Starting this year departments will also publish progress against their PSA targets in an autumn performance report. The Treasury website (www.hm-treasury.gov.uk) will provide links to those and future reports, so the public can access them all from a single point. These reports will provide the information necessary to allow the public to make an assessment of all departments' performance against their targets. In a further major reform in public transparency and accountability, the Government will introduce regular web-based reporting of progress against all these PSA targets, with links to the associated Technical Notes.

1.17 As well as providing timely and accessible information, the Government is committed to ensuring that the information that underpins these reports is reliable and trusted. The Technical Notes, which will be published before the end of the year, will set out how the targets will be measured. The Government has invited the Comptroller and Auditor General to externally validate the data systems underlying PSA targets, whilst recognising that the C&AG will normally rely on existing forms of validation provided by the National Statistician and the Audit Commission.

Chapter 2

Department for Education and Skills

AIM

Help build a competitive economy and inclusive society by: creating opportunities for everyone to develop their learning; releasing potential in people to make the most of themselves; achieving excellence in standards of education and levels of skills.

OBJECTIVES AND PERFORMANCE TARGETS

Objective I: sustain improvements in primary education.

1. Raise standards in English and maths so that:

- *by 2004 85% of 11 year olds achieve level 4 or above and 35% achieve level 5 or above with this level of performance sustained to 2006; and*
- *by 2006, the number of schools in which fewer than 65% of pupils achieve level 4 or above is significantly reduced.*

Objective II: transform secondary education.

2. Raise standards in English, maths, ICT and science in secondary education so that:

- *by 2004 75% of 14 year olds achieve level 5 or above in English, maths and ICT (70% in science) nationally, and by 2007 85% (80% in science);*
- *by 2007, the number of schools where fewer than 60% of 14 year olds achieve level 5 or above is significantly reduced; and*
- *by 2007 90% of pupils reach level 4 in English and maths by age 12.*

Objective III: pupil inclusion.

3. By 2004 reduce school truancies by 10% compared to 2002, sustain the new lower level, and improve overall attendance levels thereafter.

4. Enhance the take-up of sporting opportunities by 5-16 year olds by increasing the percentage of school children who spend a minimum of two hours each week on high quality PE and school sport within and beyond the curriculum from 25% in 2002 to 75% by 2006. Joint Target with DCMS

Objective IV: raise attainment at 14-19.

5. Raise standards in schools and colleges so that:

- *between 2002 and 2006 the proportion of those aged 16 who get qualifications equivalent to 5 GCSEs at grades A* to C rises by 2 percentage points each year on average and in all schools at least 20% of pupils achieve this standard by 2004 rising to 25% by 2006; and*
- *the proportion of 19 year olds who achieve this standard rises by 3 percentage points between 2002 and 2004, with a further increase of 3 percentage points by 2006.*

Objective V: improve the skills of young people and adults and raise participation and quality in post-16 learning

provision.

6. By 2004, at least 28% of young people to start a Modern Apprenticeship by age 22. A wider vocational target for 2010, that includes learning programmes in further education preparing young people for skilled employment or higher education will be announced in the 2002 Pre-Budget Report.

*7. Challenging targets will be set for minimum performance and value for money in FE colleges and other providers by the Government and the LSCs. (This is also the department's **value for money** target)*

8. By 2010, increase participation in Higher Education towards 50% of those aged 18 to 30. Also, make significant progress year on year towards fair access, and bear down on rates of non-completion.

Objective V: tackle the adult skills deficit.

9. Improve the basic skill levels of 1.5 million adults between the launch of Skills for Life in 2001 and 2007, with a milestone of 750,000 by 2004.

10. Reduce by at least 40% the number of adults in the UK workforce who lack NVQ 2 or equivalent qualifications by 2010. Working towards this, one million adults already in the workforce to achieve level 2 between 2003 and 2006.

WHO IS RESPONSIBLE FOR DELIVERY?

The Secretary of State for Education and Skills is responsible for delivery of the PSA. The Secretary of State for Culture Media and Sport is jointly responsible for delivering target 4.

Chapter 3

Department of Health

AIM

Transform the health and social care system so that it produces faster, fairer services that deliver better health and tackle health inequalities.

OBJECTIVES AND PERFORMANCE TARGETS

Objective I: improve service standards.

- 1. Reduce the maximum wait for an outpatient appointment to 3 months and the maximum wait for inpatient treatment to 6 months by the end of 2005, and achieve progressive further cuts with the aim of reducing the maximum inpatient and day case waiting time to 3 months by 2008.*
- 2. Reduce to four hours the maximum wait in A&E from arrival to admission, transfer or discharge, by the end of 2004; and reduce the proportion waiting over one hour.*
- 3. Guarantee access to a primary care professional within 24 hours and to a primary care doctor within 48 hours from 2004.*
- 4. Ensure that by the end of 2005 every hospital appointment will be booked for the convenience of the patient, making it easier for patients and their GPs to choose the hospital and consultant that best meets their needs.*
- 5. Enhance accountability to patients and the public and secure sustained national improvements in patient experience as measured by independently validated national surveys.*

Objective II: improve health and social care outcomes for everyone.

- 6. Reduce substantially the mortality rates from the major killer diseases by 2010: from heart disease by at least 40 % in people under 75; from cancer by at least 20% in people under 75.*
- 7. Improve life outcomes of adults and children with mental health problems through year on year improvements in access to crisis and CAMHS services, and reduce the mortality rate from suicide and undetermined injury by at least 20% by 2010.*
- 8. Improve the quality of life and independence of older people so that they can live at home wherever possible, by increasing by March 2006 the number of those supported intensively to live at home to 30 % of the total being supported by social services at home or in residential care.*
- 9. Improve life chances for children, including by:*
 - improving the level of education, training and employment outcomes for care leavers aged 19, so that levels for this group are at least 75% of those achieved by all young people in the same area, and at least 15% of children in care attain five good GCSEs by 2004. (The Government will review this target in the light of a Social Exclusion Unit study on improving the educational attainment of children in care.);*
 - narrowing the gap between the proportions of children in care and their peers who are cautioned or convicted; and*

- *reducing the under-18 conception rate by 50% by 2010.*

10. Increase the participation of problem drug users in drug treatment programmes by 55% by 2004 and by 100% by 2008, and increase year on year the proportion of users successfully sustaining or completing treatment programmes.

11. By 2010 reduce inequalities in health outcomes by 10% as measured by infant mortality and life expectancy at birth.

Value for Money

12. Value for money in the NHS and personal social services will improve by at least 2% per annum, with annual improvements of 1% in both cost efficiency and service effectiveness.

WHO IS RESPONSIBLE FOR DELIVERY?

The Secretary of State for Health is responsible for the delivery of the targets set out in this PSA.

Chapter 4

Department for Transport

AIM

Transport that works for everyone.¹

Objective 1: reliable, safe and secure transport for everyone which respects the environment.

1. Reduce congestion on the inter-urban trunk road network and in large urban areas in England below 2000 levels by 2010.

2. Secure improvements in rail punctuality and reliability with a 50% increase in rail use in Great Britain from 2000 levels by 2010.

3. Secure improvements to the accessibility, punctuality and reliability of local public transport (bus and light rail), with an increase in use of more than 12% by 2010 compared with 2000 levels.

4. Cut journey times on London Underground services by increasing capacity and reducing delays. (Specific targets will be agreed with the Mayor after the Public Private Partnership has been established.)

5. Reduce the number of people killed or seriously injured in Great Britain in road accidents by 40%, and the number of children killed or seriously injured by 50%, by 2010 compared with the average for 1994-98, tackling the significantly higher incidence in disadvantaged communities.

6. Improve air quality by meeting our National Air Quality strategy objectives for carbon monoxide, lead, nitrogen dioxide, particles, sulphur dioxide, benzene and 1-3 butadiene. Joint Target with DEFRA.

Value for Money

7. Achieve annual 2.5% efficiency improvements across the Department.

WHO IS RESPONSIBLE FOR DELIVERY?

The Secretary of State for Transport is responsible for the delivery of this PSA. The Secretary of State for the Environment, Food and Rural Affairs is jointly responsible for delivering target 6.

¹ A first year report on progress against the objectives and targets of the 10 Year Plan for Transport will be published in the autumn. It will set out what will be delivered by 2006 to meet the Plan's objectives.

Chapter 5

Office of the Deputy Prime Minister

AIM

Thriving, inclusive and sustainable communities in all regions.

OBJECTIVES AND PERFORMANCE TARGETS

Objective I: work with the full range of Government Departments and policies to raise the levels of social inclusion, neighbourhood renewal and regional prosperity.

- 1. Promote better policy integration nationally, regionally and locally; in particular to work with departments to help them meet their PSA floor targets for neighbourhood renewal and social inclusion.*
- 2. Make sustainable improvements in the economic performance of all English regions and over the long term reduce the persistent gap in growth rates between the regions, defining measures to improve performance and reporting progress against these measures by 2006. Joint target with HM Treasury and DTI.*

Objective II: Provide for effective devolved decision making within a framework of national targets and policies.

- 3. Provide the opportunity by the end of this Parliament for a referendum on regional government in regions where there is a demand for it.*
- 4. Improve delivery and value for money of local services by:*
 - introducing comprehensive performance assessments and action plans, and securing a progressive improvement in authorities' scores;*
 - overall annual improvements in cost effectiveness of 2% or more; and*
 - assisting local government to achieve 100% capability in electronic delivery of priority services by 2005, in ways that customers will use. (This is also the **value for money** target.)*

Objective III: deliver effective programmes to help raise the quality of life for all in urban areas and other communities.

- 5. Achieve a better balance between housing availability and the demand for housing in all English regions while protecting valuable countryside around our towns, cities and in the greenbelt - and the sustainability of existing towns and cities - through specific measures to be set out in the Service Delivery Agreement.*
- 6. All local planning authorities to complete local development frameworks by 2006 and to perform at or above best value targets for development control by 2006 with interim milestones to be agreed in the Service Delivery Agreement. The Department to deal with called in cases and recovered appeals in accordance with statutory targets.*
- 7. By 2010, bring all social housing into decent condition with most of this improvement taking place in deprived areas, and increase the proportion of private housing in decent condition occupied by vulnerable groups.*

WHO IS RESPONSIBLE FOR DELIVERY?

The Deputy Prime Minister is responsible for delivery of this PSA. The Chancellor of the Exchequer and the Secretary of State for Trade and Industry are jointly responsible for delivering target 2.

Chapter 6

Home Office

AIM

Build a safe, just and tolerant society.

OBJECTIVES AND PERFORMANCE TARGETS

Objective I: reduce crime and the fear of crime, including organised and international crime.

1. Reduce crime and the fear of crime; improve performance overall, including by reducing the gap between the highest crime Crime and Disorder Reduction Partnership areas and the best comparable areas; and reduce:

- vehicle crime by 30 % from 1998-99 to 2004;
- domestic burglary by 25 % from 1998-99 to 2005;
- robbery in the ten Street Crime Initiative areas by 14% from 1999-2000 to 2005;
- maintain that level. Target contributing to **CJS PSA**

2. Improve the performance of all police forces, and significantly reduce the performance gap between the best and worst performing forces; and significantly increase the proportion of time spent on frontline duties.

Objective II: ensure the effective delivery of justice.

*3. Improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice to 1.2 million by 2005-06; with an improvement in all CJS areas, a greater increase in the worst performing areas and a reduction in the proportion of ineffective trials. Target contributing to **CJS PSA***

*4. Improve the level of public confidence in the Criminal Justice System, including increasing that of ethnic minority communities, and increasing year on year the satisfaction of victims and witnesses, whilst respecting the rights of defendants. Target contributing to **CJS PSA***

Objective III: deliver effective custodial and community sentences to reduce re-offending and protect the public.

5. Protect the public and reduce reoffending by 5%:

- for young offenders;
- for both adults sentenced to imprisonment and adults sentenced to community sentences; and
- maintain the current low rate of prisoner escapes, including Category A escapes.
- contributing to **CJS PSA**

Objective IV: reduce the availability and abuse of dangerous drugs.

6. Reduce the harm caused by drugs by:

- reducing the use of Class A drugs and the frequent use of any illicit drug among all young people under the age of 25, especially by the most vulnerable young people; and
- reduce drug related crime, including as measured by the proportion of offenders testing positive at arrest.

Objective V: regulate entry to and settlement in the United Kingdom effectively in the interests of sustainable growth

and social inclusion.

7. Focus the asylum system on those genuinely fleeing persecution by taking speedy, high quality decisions and reducing significantly unfounded asylum claims, including by:

- *fast turnaround of manifestly unfounded cases;*
- *ensuring by 2004 that 75% of substantive asylum applications are decided within 2 months; and that a proportion (to be determined) including final appeal, are decided within 6 months; and*
- *enforcing the immigration laws more effectively by removing a greater proportion of failed asylum-seekers.*
- *Target with **LCD***

Objective VI: support strong and active communities in which people of all races and backgrounds are valued and participate on equal terms..

8. Increase voluntary and community sector activity, including increasing community participation, by 5% by 2006.

9. Bring about measurable improvements in race equality and community cohesion across a range of performance indicators, as part of the government's objectives on equality and social inclusion.

Value for money

*10. Increase value for money from the Criminal Justice System, and the rest of the Home Office, by 3%; and ensure annual efficiency gains by the police of at least 2%. Target contributing to **CJS PSA***

WHO IS RESPONSIBLE FOR DELIVERY?

The Home Secretary is responsible for the delivery of this PSA.

Targets 1, 3, 4, 5 and 9 contribute to the Government's objectives for the criminal justice system as set out in the Criminal Justice System PSA, Chapter 22. The Home Secretary shares responsibility for the delivery of these targets with the Lord Chancellor and Attorney General.

Target 6 contributes to the Government's objectives for action against illegal drugs as set out in the Action Against Illegal Drugs PSA, Chapter 23, and is supported by other government departments.

Chapter 7

Lord Chancellor's Department

AIM

Ensure effective and accessible justice, protect the rights of citizens, and modernize the law and constitution

Objective I: ensure the effective delivery of justice.

1. Improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice to 1.2 million by 2005-06; with an improvement in all CJS areas, a greater increase in the worst performing areas and a reduction in the proportion of ineffective trials. Target contributing to CJS PSA

2. Improve the level of public confidence in the Criminal Justice System, including increasing that of ethnic minority communities, and increasing year on year the satisfaction of victims and witnesses, whilst respecting the rights of defendants. Target contributing to CJS PSA

Objective II: ensure a fair and effective system of civil and administrative law.

3. Reduce the proportion of disputes which are resolved by resort to the courts.

4. Increase year on year the level of satisfaction of users by taking speedy, high quality decisions and reducing unnecessary delay and cost, and by ensuring that outcomes are enforced effectively.

5. Focus the asylum system on those genuinely fleeing persecution by taking speedy, high quality decisions and reducing significantly unfounded asylum claims, including by:

- fast turnaround of manifestly unfounded cases;*
- ensuring by 2004 that 75% of substantive asylum applications are decided within 2 months and that a proportion (to be determined) including final appeal, are decided within 6 months; and*
- enforcing the immigration laws more effectively by removing a greater proportion of failed asylum-seekers.*

Joint target with the Home Office

Objective III: reduce social exclusion, protect the vulnerable and children, including maintaining contact between children and the non-resident parent after a family breakdown, where appropriate.

6. Increase year on year the number of people who receive suitable assistance in priority areas of law involving fundamental rights or social exclusion.

Objective IV: modernise the constitution and ensure proper access to information by citizens.

Objective V: increase consumer choice in legal services by improving information and by promoting competition.

Objective VI: deliver justice in partnership with the independent judiciary.

Value for Money

7. Increase value for money from the Criminal Justice System by 3% per year, increasing efficiency by at least 2% a year, including the delivery of legal aid. target contributing to CJS PSA

WHO IS RESPONSIBLE FOR DELIVERY?

The Lord Chancellor is responsible for the delivery of this PSA. The LCD's objectives and performance targets support those set out in the Criminal Justice System PSA, Chapter 22. The Lord Chancellor is, with the Home Secretary and Attorney General, jointly responsible for the delivery of these targets (numbers 1, 2 and the first part of 7 above). The Home Secretary is jointly responsible for delivering target 5.

Chapter 8

Crown Prosecution Service

AIM

Deliver a high quality prosecution service that brings offenders to justice, helps reduce both crime and the fear of crime and thereby promotes public confidence in the rule of law, through the consistent, fair and independent review of cases and through their fair, thorough and firm presentation at court.

OBJECTIVES AND PERFORMANCE TARGETS

Objective I: ensure the effective delivery of justice.

*1. Improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice, to 1.2 million by 2005-06; with an improvement in all CJS areas, a greater increase in the worst performing areas and a reduction in the proportion of ineffective trials. Target contributing to **CJS PSA***

*2. Improve the level of public confidence in the Criminal Justice System, including increasing that of ethnic minority communities, and increasing year on year the satisfaction of victims and witnesses, whilst respecting the rights of defendants. Target contributing to **CJS PSA***

Value for Money

*3. Increase value for money from the Criminal Justice System by 3% per year. Target contributing to **CJS PSA***

WHO IS RESPONSIBLE FOR DELIVERY?

The Attorney General is responsible for the delivery of this PSA. The CPS's objectives and performance targets contribute to the criminal justice system as set out in the Criminal Justice System PSA, Chapter 22. The Attorney General shares responsibility for the delivery of these targets with the Home Secretary and Lord Chancellor.

Chapter 9

Ministry of Defence

AIM

Deliver security for the people of the United Kingdom and the Overseas Territories by defending them, including against terrorism, and act as a force for good by strengthening international peace and security.

OBJECTIVES AND PERFORMANCE TARGETS

Objective I: achieve success in the military tasks that we undertake at home and abroad.

- 1. Achieve the objectives established by Ministers for Operations and Military Tasks in which the United Kingdom's Armed Forces are involved, including those providing support to our civil communities.*
- 2. Improve effectiveness of the UK contribution to conflict prevention and management as demonstrated by a reduction in the number of people whose lives are affected by violent conflict and a reduction in potential sources of future conflict, where the UK can make a significant contribution. Joint target with DfID and FCO*

Objective II: be ready to respond to the tasks that might arise.

- 3. By 2006 ensure that a minimum of 90% of high readiness forces are at their required states of readiness with no critical weakness.*
- 4. Recruit, train, motivate and retain the personnel needed to meet the manning requirement of the Armed Forces, so that by the end of 2004, the Royal Navy and RAF achieve, and thereafter maintain, manning balance, and that by the end of 2005 the Army achieves, and thereafter maintains, manning balance.*
- 5. Strengthen European security through an enlarged and modernised NATO, an effective EU military crisis management capacity and enhanced European defence capabilities.*

Objective III: build for the future.

- 6. Develop and deliver to time and cost targets military capability for the future, including battle-winning technology, equipment and systems, matched to the changing strategic environment.*

Value for Money

- 7. Increase value for money by making improvements in the efficiency and effectiveness of the key processes for delivering military capability. Year-on-year output efficiency gains of 2.5% will be made each year from 2002-03 to 2005-06, including through a 20% output efficiency gain in the Defence Logistics Organisation.*

WHO IS RESPONSIBLE FOR DELIVERY?

The Secretary of State for Defence is responsible for delivery of this PSA. The Secretary of State for Foreign and Commonwealth Affairs is jointly responsible for delivering Target 5 and, together with the Secretary of State for International Affairs, Target 2.

Chapter 10

Foreign and Commonwealth Office

AIM

Promote internationally the interests of the United Kingdom and contribute to a strong world community.

Objective I: a secure United Kingdom within a safer and more peaceful world.

1. Reduce the threat to the UK from international terrorism and the proliferation of weapons of mass destruction. Reduce international crime, drugs and people-trafficking affecting the UK, measured by Whitehall-wide targets. Contribute to the reduction of opium production in Afghanistan, with poppy cultivation reduced by 70% within 5 years and elimination within 10 years.

2. Reduce tension in South Asia, the Middle East, Balkans and elsewhere through action with our international partners, paying particular attention to regions at risk from nuclear confrontation.

3. Strengthen European security through an enlarged and modernised NATO, an effective EU crisis management capacity and enhanced European defence capabilities. Joint target with MOD

4. Improve effectiveness of the UK contribution to conflict prevention and management as demonstrated by a reduction in the number of people whose lives are affected by violent conflict and a reduction in potential sources of future conflict, where the UK can make a significant impact. Joint target with MOD and DfID

Objective II: enhanced competitiveness of companies in the UK through overseas sales and investments; and a continuing high level of quality foreign direct investment. (Through British Trade International.)

5. Deliver measurable improvement in the business performance of Trade Partners UK's customers; and maintain the UK as the prime location in the EU for foreign direct investment. Joint target with DTI

Objective III: increased prosperity and a better quality of life in the UK and worldwide, through effective economic and political governance globally.

6. Secure agreement by 2005 to a significant reduction in trade barriers leading to improved trading opportunities for the UK and developing countries. Joint target with DTI and DfID.

7. Make globalisation work for sustainable development in the UK and internationally (and particularly in Africa) by promoting democracy and the rule of law, good economic and environmental governance, and security of long-term energy supply, measured by specific underlying targets.

Objective IV: a strong role for the UK in a strong Europe, responsive to people's needs.

8. A modern, reformed, and enlarged EU, as measured by progress towards UK policy priorities including economic liberalisation, CAP reform, justice and home affairs, an effective CFSP, and the 2004 IGC; and greater support for Europe in the UK.

Objective V: international decisions and actions which advance UK objectives and interests. Authoritative advice and support to the whole of Government on international issues. Positive foreign perceptions of the UK and the Government's policies.

9. Effective advice on, support for, and delivery of Government objectives across the full range of the UK's international interests through a viable and responsive network of diplomatic Posts. Increased influence overseas and improved

perceptions of UK and HMG policies, as measured by opinion polls.

Objective VI: high quality consular services to British nationals abroad. Effective regulation of entry to, and settlement in, the UK in the interests of sustainable growth and social inclusion.

10. Effective and efficient consular and entry clearance services, as measured by specific underlying targets.

Objective VII: secure and well-governed British overseas territories enjoying sustainable development and growing prosperity.

11. Improvement in the governance, environment and security of the overseas territories, and more diversified economic development, as measured by implementation of the commitments in the 1999 White Paper.

Value for Money

12. Improve value for money across the full range of FCO, BBC World Service and British Council activities by achieving year on year efficiency gains of 2.5%.

WHO IS RESPONSIBLE FOR DELIVERY?

The Secretary of State for Foreign and Commonwealth Affairs is responsible for the delivery of this PSA. Targets 3 and 4 are shared with the Secretary of State for Defence; targets 4 and 6 are shared with the Secretary of State for International Development; target 6 is shared with the Secretary of State for Trade and Industry; target 5 is delivered by British Trade International, responsibility for which is shared with the Secretary of State for Trade and Industry; and the entry clearance element of target 10 is delivered by UKvisas, responsibility for which is shared with the Home Secretary.

Chapter 11

Department for International Development

AIM

Eliminate poverty in poorer countries in particular through achievement by 2015 of the Millennium Development Goals¹:

- eradication of extreme poverty and hunger
- achievement of universal primary education
- promotion of gender equality and empowerment of women
- reduced child mortality
- improved maternal health
- combating HIV/AIDS, malaria and other diseases
- ensuring environmental sustainability
- a global partnership for development

OBJECTIVES AND PERFORMANCE TARGETS

Objective I: reduce poverty in Sub Saharan Africa.

1. Progress towards the MDGs in 16 key countries demonstrated by:

- a sustainable reduction in the proportion of people living in poverty from 48% across the entire region;
- an increase in primary school enrolment from 58% to 72% and an increase in the ratio of girls to boys enrolled in primary school from 89% to 96%;
- a reduction in under- 5 mortality rates for girls and boys from 158 per 1000 live births to 139 per 1000; and an increase in proportion of births assisted by skilled birth attendants from 49% to 67%; a reduction in the proportion of 15-24 year old pregnant women with HIV from 16%;
- improved effectiveness of the UK contribution to conflict prevention and management as demonstrated by a reduction in the number of people whose lives are affected by violent conflict and a reduction in potential sources of future conflict, where the UK can make a significant contribution. (Joint Target with FCO and MOD); and
- effective implementation of the G8 Action Plan for Africa in support of enhanced partnership at the regional and country level.

Objective II: reduce poverty in Asia.

2. Progress towards the MDGs in 4 key countries demonstrated by:

- a sustainable reduction in the proportion of people living in poverty from 15% to 10% in East Asia and the Pacific and 40% to 32% in South Asia;
- an increase in gross primary school enrolment from 95% to 100% and an increase in the ratio of girls to boys enrolled in primary school from 87% to 94%;
- a reduction in under 5 mortality rates for girls and boys from 92 per 1000 live births to 68 per 1000; and an increase in proportion of births assisted by skilled birth attendants from 39% to 57%; and
- prevalence rates of HIV infection in vulnerable groups being below 5%; and a

tuberculosis case detection rate above 70% and cure treatment rate greater than 85% are achieved.

Objective III: reduce poverty in Europe, Central Asia, Latin America, the Caribbean, the Middle East and North Africa.

Objective IV: increase the impact of key multilateral agencies in reducing poverty and effective response to conflict and humanitarian crises.

3. Improved effectiveness of the international system as demonstrated by:

- a greater impact of EC external programmes on poverty reduction, including through working for agreement to increase the proportion of EC oda to low income countries from 38% to 70%; and*
- ensuring that three-quarters of all eligible HIPC countries committed to poverty reduction receive irrevocable debt relief by 2006 and work with international partners to make progress towards the United Nations 2015 Millennium Development Goals. Joint target with HM Treasury*

4. Secure agreement by 2005 to a significant reduction in trade barriers leading to improved trading opportunities for the UK and developing countries Joint target with DTI and FCO.

Objective V: develop evidence based, innovative approaches to international development.

Value for Money

5. Increase the proportion of DfID's bilateral programme going to low income countries from 78% to 90% and a sustained increase in the index of DfID's bilateral projects evaluated as successful

WHO IS RESPONSIBLE FOR DELIVERY?

The Secretary of State for International Development is responsible for the delivery of this PSA. The Secretary of State for International Development is jointly responsible for a number of targets in the PSA: with the Foreign Secretary and Secretary of State for Defence for the target on conflict prevention; with the Foreign Secretary and the Secretary of State for Trade and Industry for the target on trade; and with the Chancellor of the Exchequer for the debt relief and Millennium Development Goals element of target 3, who also shares responsibility for agreed measures to improve the effectiveness of the EC external programmes.

¹All targets in this PSA are for 2006 measured against a 2000 baseline.

Chapter 12

Department of Trade and Industry

AIM

Deliver prosperity for all by driving up productivity and competitiveness through world class science and innovation, successful enterprise and business, and fair, competitive markets.

OBJECTIVES AND PERFORMANCE TARGETS

Objective I: productivity.

1. Demonstrate progress by 2006 on the Government's long-term objective of raising the rate of UK productivity growth over the economic cycle, improving competitiveness and narrowing the productivity gap with the US, France and Germany. Joint target with HM Treasury

Objective II: science and innovation.

2. Improve the relative international performance of the UK's science and engineering base, the exploitation of the science base, and the overall innovation performance of the UK economy.

Objective III: fair competitive markets.

3. Place empowered consumers at the heart of an effective competition regime, bringing UK levels of competition, consumer empowerment and protection up to the level of the best by 2006, measuring the effectiveness of the regime by peer review and other evidence, to ensure a fair deal for consumers and business working in collaboration with the relevant regulatory agencies.

4. Ensure the UK ranks in the top 3 most competitive energy markets in the EU and G7 in each year, whilst on course to maintain energy security, to achieve fuel poverty objectives; and (Joint target with DEFRA) improve the environment and the sustainable use of natural resources, including through the use of energy saving technologies, to help to reduce greenhouse gas emissions by 12.5% from 1990 levels and moving towards a 20% reduction in carbon dioxide emissions by 2010.

5. Secure agreement by 2005 to a significant reduction in trade barriers leading to improved trading opportunities for the UK and developing countries. Joint target with DfID and FCO.

Objective IV: successful enterprise and business.

6. Help to build an enterprise society in which small firms of all kinds thrive and achieve their potential, with (i) an increase in the number of people considering going into business, (ii) an improvement in the overall productivity of small firms, and (iii) more enterprise in disadvantaged communities.

7. Make sustainable improvements in the economic performance of all English regions and over the long term reduce the persistent gap in growth rates between the regions, defining measures to improve performance and reporting progress against these measures by 2006. Joint target with ODPM and HM Treasury

8. Make the UK the best place in the world for e-business, with an extensive and competitive broadband market, judged using international comparative measures of business uptake and use of information and communication techniques.

Objective V: gender and race equality.

9. By 2006, working with all departments, bring about measurable improvements in gender equality across a range of indicators, as part of the Government's objectives on equality and social inclusion.

10. In the three years to 2006, taking account of the economic cycle, increase the employment rate and significantly reduce the difference between the overall employment rate and the employment rate of ethnic minorities. Joint target with DWP

Objective VI: trade.

11. Deliver a measurable improvement in the business performance of Trade Partners UK's customers; and maintain the UK as the prime location in the EU for foreign direct investment. Joint target with FCO

Value for Money

12. Achieve value for money improvements of 2.5% a year across the department as measured by a basket of indicators.

WHO IS RESPONSIBLE FOR DELIVERY?

The Secretary of State for Trade and Industry is responsible for the delivery of this PSA. The Chancellor of the Exchequer is jointly responsible for delivering target 1 and, together with the Deputy Prime Minister, target 7. The Secretary of State for the Environment, Food and Rural Affairs is jointly responsible for delivering of the environmental and sustainable resources part of target 4. The Secretaries of State for Foreign and Commonwealth Affairs and International Development are jointly responsible for delivering target 5. The Secretary of State for Work and Pensions is jointly responsible for delivering target 10.

Chapter 13

Department for Environment, Food and Rural Affairs

AIM

Sustainable development, which means a better quality of life for everyone, now and for generations to come, including:

- a better environment at home and internationally, and sustainable use of natural resources;
- economic prosperity through sustainable farming, fishing, food, water and other industries that meet consumers' requirements; and
- thriving economies and communities in rural areas and a countryside for all to enjoy.

OBJECTIVES AND PERFORMANCE TARGETS

1. Promote sustainable development across Government and the country as a whole as measured by achieving positive trends in the Government's headline indicators of sustainable development.

Objective I: protect and improve the rural, urban, marine and global environment, and lead integration of these with other policies across Government and internationally.

2. Improve the environment and the sustainable use of natural resources, including through the use of energy saving technologies, to help reduce greenhouse gas emissions by 12.5% from 1990 levels and moving towards a 20% reduction in carbon dioxide emissions by 2010.

3. Care for our natural heritage, make the countryside attractive and enjoyable for all, and preserve biological diversity by:

- reversing the long-term decline in the number of farmland birds by 2020, as measured annually against underlying trends;
- bringing into favourable condition by 2010 95% of all nationally important wildlife sites; and
- opening up public access to mountain, moor, heath and down and registered common land by the end of 2005.

Objective II: enhance opportunity and tackle social exclusion in rural areas.

4. Reduce the gap in productivity between the least well performing quartile of rural areas and the English median by 2006, and improve the accessibility of services for rural people.

Objective III: promote a sustainable, competitive and safe food supply chain which meets consumers' requirements.

Objective IV: promote sustainable, diverse, modern and adaptable farming through domestic and international actions.

5. Deliver more customer-focused, competitive and sustainable food and farming as measured by the increase in agriculture's gross value added per person excluding support payments; and secure CAP reforms that reduce production-linked support, enabling enhanced EU funding for environmental conservation and rural development.

Objective V: promote sustainable management and prudent use of natural resources domestically and internationally.

6. Enable 25% of household waste to be recycled or composted by 2005-06.

7. Reduce fuel poverty among vulnerable households by improving the energy efficiency of 600,000 homes between 2001 and 2004.

Objective VI: protect the public's interest in relation to environmental impacts and health, and ensure high standards of animal health and welfare.

8. Improve air quality by meeting our National Air Quality Strategy objectives for carbon monoxide, lead, nitrogen dioxide, particles, sulphur dioxide, benzene and 1-3 butadiene. Joint target with DfT

9. Protect public health and ensure high standards of animal welfare by reducing:

- the annual incidence of Bovine Spongiform Encephalopathy (BSE) to less than 30 cases by 2006; and*
- the time taken to clear up cases of poor welfare in farmed animals by 5% by March 2004.*

Value for Money

10. Achieve a reduction of 10% of the unit cost of administering CAP payments by 2004-05 and an increase to 95% electronic service delivery capability for such payments by 31 March 2005.

WHO IS RESPONSIBLE FOR DELIVERY?

The Secretary of State for Environment, Food and Rural Affairs is responsible for the delivery of this PSA. The Secretary of State for Transport is jointly responsible for the delivery of target 8. The Secretary of State for Trade and Industry is jointly responsible for the delivery of target 2.

Chapter 14

Department for Culture, Media and Sport

AIM

Improve the quality of life for all through cultural and sporting activities, to support the pursuit of excellence, and champion the tourism, creative and leisure industries.

OBJECTIVES AND PERFORMANCE TARGETS

Objective I: increase participation in culture and sport and develop our sectors.

1. Enhance the take-up of sporting opportunities by 5-16 year olds by increasing the percentage of schoolchildren who spend a minimum of two hours each week on high quality PE and school sport within and beyond the curriculum from 25% in 2002 to 75% by 2006. Joint target with DfES

2. Increase significantly the take-up of cultural and sporting opportunities by new users aged 20 and above from priority groups.

Objective II: develop appropriate regulatory frameworks that protect consumers' interests and improve the productivity of our sectors.

3. Improve the productivity of the tourism, creative and leisure industries.

Objective III: modernise delivery to the customer by ensuring that the Department and its sponsored bodies improve performance and pursue institutional excellence.

4. Improve significantly the value for money of the Department's sponsored bodies measured by a matrix of NDPB indicators.

WHO IS RESPONSIBLE FOR DELIVERY?

The Secretary of State for Culture, Media and Sport is responsible for delivery of this PSA. The Secretary of State for Education and Skills is jointly responsible for target 1.

Chapter 15

Department for Work and Pensions

AIM

Promote opportunity and independence for all

OBJECTIVES AND PERFORMANCE TARGETS

Objective I: ensure the best start for all children and end child poverty in 20 years.

- 1. Reduce the number of children in low-income households by at least a quarter by 2004, as a contribution towards the broader target of halving child poverty by 2010 and eradicating it by 2020. Joint target with HM Treasury.*
- 2. Double the proportion of Parents with Care on Income Support and income-based Jobseekers' Allowance who receive maintenance for their children to 60% by March 2006.*

Objective II: promote work as the best form of welfare for people of working age, while protecting the position of those in greatest need.

- 3. Demonstrate progress by Spring 2006 on increasing the employment rate and reducing the unemployment rate over the economic cycle. Joint target with HM Treasury.*
- 4. Over the three years to Spring 2006, increase the employment rates of disadvantaged areas and groups, taking account of the economic cycle lone parents, ethnic minorities, people aged 50 and over, those with the lowest qualifications, and the 30 local authority districts with the poorest initial labour market position, and significantly reduce the difference between their employment rates and the overall rate.*
- 5. Reduce the proportion of children in households with no one in work over the 3 years from Spring 2003 to Spring 2006 by 61/2%.*

Objective III: combat poverty and promote security and independence in retirement for today's and tomorrow's pensioners.

- 6. By 2006, be paying Pension Credit to at least 3 million pensioner households.*

Objective IV: improve rights and opportunities for disabled people in a fair and inclusive society.

- 7. In the three years to 2006, increase the employment rate of people with disabilities, taking account of the economic cycle, and significantly reduce the difference between their employment rate and the overall rate. Work to improve the rights of disabled people and to remove barriers to their participation in society.*

Objective V: modernise welfare delivery so as to improve the accessibility, accuracy and value for money of services to customers, including employers.

- 8. Make significant progress towards modernising welfare delivery so that by 2005, 85% of customers have their benefit paid into their bank accounts.*
- 9. Improve delivery of DWP services by setting published annual targets for each major business addressing accuracy, unit costs and customer service, becoming progressively more demanding over the three year period.*

10. Reduce losses from fraud and error for people of working age in Income Support and Jobseeker's Allowance, with a 33% reduction by March 2004 and 50% by 2006 and in Housing Benefit, with a 25% reduction by 2006.

WHO IS RESPONSIBLE FOR DELIVERY?

The Secretary of State for Work and Pensions is responsible for the delivery of this PSA. The Chancellor of the Exchequer is jointly responsible for delivering targets 1 and 3. Target 4, to the extent that it relates to ethnic minorities, is shared with the Secretary of State for Trade and Industry.

Chapter 16

Northern Ireland Office

AIM

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

OBJECTIVES AND PERFORMANCE TARGETS

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

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

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

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, and a challenging new target for March 2006 to be published in autumn 2002.

Objective III: 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.

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

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

Objective VI: execute the supervisory and custodial sentences of the courts so as to punish offenders appropriately, protect the people of Northern Ireland and help reduce the risk of re-offending.

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 theft by 10%; and

- *theft from vehicles by 10%.*
- *an interim target for April 2005 to be published in autumn 2002. 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.*

Value for Money

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.

WHO IS RESPONSIBLE FOR DELIVERY?

The Secretary of State for Northern Ireland is responsible for the delivery of the targets set out in this PSA. They will be realised through the work of the Northern Ireland Office and the various statutory and non-statutory bodies funded by the Department.

Chapter 17

HM Treasury

AIM

Raise the rate of sustainable growth and achieve rising prosperity and a better quality of life, with economic and employment opportunities for all.

OBJECTIVES AND PERFORMANCE TARGETS

1. Demonstrate progress by 2004 on the Government's long-term objective of raising the trend rate of growth over the economic cycle from the current estimate of 2.5% and make further progress towards increasing trend growth up to 2006.

Objective I: maintain a stable macroeconomic framework with low inflation.

2. Inflation to be kept at the target as specified in the remit sent by the Chancellor of the Exchequer to the Bank of England's Monetary Policy Committee (currently 2.5% RPIX).

Objective II: maintain sound public finances in accordance with the Code for Fiscal Stability.

3. Over this economic cycle, maintain: public sector net debt below 40% of GDP; and the current budget in balance or surplus.

Objective III: promote UK economic prospects by pursuing increased productivity and efficiency in the EU, international financial stability and increased global prosperity, including especially protecting the most vulnerable.

4. Promote increased global prosperity and social justice by:

- working to increase the number of countries successfully participating in the global economy on the basis of a system of internationally agreed and monitored codes and standards;*
- ensuring that three-quarters of all eligible HIPC countries committed to poverty reduction receive irrevocable debt relief by 2006 and working with international partners to make progress towards the United Nations 2015 Millennium Development Goals. Joint target with DfID; and*
- demonstrating progress towards the Lisbon goals by 2006, by working with our European Union partners to achieve structural economic reform in Europe.*

Objective IV: increase the productivity of the economy.

5. Demonstrate progress by 2006 on the Government's long-term objective of raising the rate of UK productivity growth over the economic cycle, improving competitiveness and narrowing the productivity gap with the US, France and Germany. Joint target with DTI

6. Make sustainable improvements in the economic performance of all English regions and over the long term reduce the persistent gap in growth rates between the regions, defining measures to improve performance and reporting progress against these measures by 2006. Joint target with ODPM and DTI

Objective V: secure an innovative, fair dealing, competitive and efficient market in financial services, while striking the right balance with regulation in the public interest.

Objective VI: expand economic and employment opportunities for all.

7. Demonstrate progress by Spring 2006 on increasing the employment rate and reducing the unemployment rate over the economic cycle. Joint target with DWP

Objective VII: promote a fair and efficient tax and benefit system with incentives to work, save and invest.

8. Reduce the number of children in low-income households by at least a quarter by 2004, as a contribution towards the broader target of halving child poverty by 2010 and eradicating it by 2020. Joint target with DWP

Objective VIII: improve the quality and the cost effectiveness of public services.

9. Improve public services by working with departments to help them meet their PSA targets, consistently with the fiscal rules. Joint target with Cabinet Office

Objective IX: achieve a high standard of regularity, propriety and accountability in public finance.

Objective X: protect and improve the environment by using instruments that will deliver efficient and sustainable outcomes through evidence-based policies.

Value for Money

10. By 2005-06, deliver £3 billion of value for money gains in central civil Government procurement through the Office of Government Commerce.

WHO IS RESPONSIBLE FOR DELIVERY?

The Chancellor of the Exchequer is responsible for the delivery of this PSA. The Chancellor of the Exchequer is jointly responsible with the Secretary of State for International Development for delivering the debt relief and Millennium Development Goals element of target 4; the Secretary of State for Work and Pensions on targets 7 and 8; the Secretary of State for Trade and Industry on targets 5 and 6; the Deputy Prime Minister on target 6; and the Minister for the Cabinet Office on target 9.

Chapter 18

HM Customs and Excise

AIM

Administer the indirect tax and customs control systems fairly and efficiently, and make it as easy as possible for individuals and businesses to understand and comply with their obligations.

OBJECTIVES AND PERFORMANCE TARGETS

Objective I: collect the right revenue at the right time from indirect taxes and to improve the level of compliance with customs and statistical requirements.

1. By 31 March 2006 reduce illicit market share within the excise regime to no more than:

- 2% for oils in England, Scotland and Wales; and
- 17% for tobacco;
- implement a strategy for reducing the scale of the VAT losses from March 2003.

2. Improve customer service by:

- ensuring by 2005 that 100% of services are offered electronically, wherever possible through a common Government portal, and take-up for key services of at least 50% by March 2006; and
- delivering reductions in the costs of compliance for businesses.

Objective II: reduce crime and drug dependency by detecting and deterring the smuggling of illegal drugs and other prohibited and restricted goods.

3. Reduce the availability of illegal drugs by increasing:

- the proportion of heroin and cocaine targeted on the UK which is taken out;
- the disruption/dismantling of those criminal groups responsible for supplying substantial quantities of class A drugs to the UK market; and
- the recovery of drug-related criminal assets.

Value for Money

4. Make productivity gains of at least 2.5% a year, without detriment to accuracy or customer satisfaction.

WHO IS RESPONSIBLE FOR DELIVERY?

The Board of HM Customs and Excise is accountable to the Chancellor of the Exchequer. The Economic Secretary has day to day responsibility and is responsible for delivering this PSA. The Economic Secretary has lead responsibility for the delivery of target 3, supported by the CIDA Agencies.

Chapter 19

Inland Revenue

AIM

Administer the tax system fairly and efficiently and make it as easy as possible for individuals and businesses to understand and comply with their obligations and receive their tax credit and other entitlements.

OBJECTIVES AND PERFORMANCE TARGETS

Objective I: collect the right revenue, and give the right entitlements, at the right time.

- 1. Deliver improvements in the number of individuals and businesses who comply with their obligations and receive their entitlements.*
- 2. Deliver reductions in compliance costs of small businesses.*
- 3. Ensure by 2005 that 100% of services are offered electronically, wherever possible through a common Government portal, and promote take-up for key services.*

Value for Money

- 4. Achieve annual efficiency savings of at least 2.5% a year until March 2006, without detriment to accuracy or customer satisfaction.*
- 5. Achieve a 2.5 point improvement in customer service by March 2006, as measured by an annual customer service index.*

WHO IS RESPONSIBLE FOR DELIVERY?

The Board of the Inland Revenue is accountable to the Chancellor of the Exchequer. The Paymaster General has day to day responsibility and is responsible for delivering this PSA.

Chapter 20

Cabinet Office

AIM

Support the Government's delivery and reform programme.

OBJECTIVES AND PERFORMANCE TARGETS

Objective I: support the Prime Minister in leading the Government.

Objective II: support the Government in transacting its business.

1. Ensure departments deliver better regulation through:

- full compliance with the Regulatory Impact Assessment process; and*
- delivering the commitments in the Regulatory Reform Action Plan, including over 60 Regulatory Reform Orders by 2005.*

Objective III: help deliver key public service priorities.

2. Improve public services by working with departments to help them meet their PSA targets, consistently with the fiscal rules. Joint target with HM Treasury

3. Ensure departments meet the Prime Minister's targets for electronic service delivery by Government: 100% capability by 2005, with key services achieving high levels of use.

Objective IV: lead the reform programme for public services.

4. Ensure that the Civil Service becomes more open and diverse, by achieving by 2004-05 the agreed targets of: 35% Senior Civil Service (SCS) to be women; 25% of top 600 posts to be filled by women; 3.2% of the SCS to be from ethnic minority backgrounds; and 3% of the SCS to be people with disabilities.

5. Improve public services by working with departments to redesign services around the needs of customers and embed the four principles of public service reform, with progress measured by survey evidence.

Objective V: coordinate security, intelligence and civil contingencies matters to protect the UK against disruptive challenges.

Value for Money

6. Achieve a 2.5% efficiency saving each year on administrative resources.

WHO IS RESPONSIBLE FOR DELIVERY?

The Minister for the Cabinet Office is responsible for delivery of the targets in this PSA. The Chancellor of the Exchequer is jointly responsible for the delivery of target 2. The Head of the Home Civil Service reports to the Prime Minister directly on Civil Service reform (target 4).

Chapter 21

Sure Start, Childcare and Early Years

AIM

Increase the availability of childcare for all children, and work with parents to be, parents and children to promote the physical, intellectual and social development of babies and young children particularly those who are disadvantaged so that they can flourish at home and at school, enabling their parents to work and contributing to the ending of child poverty.

PERFORMANCE TARGETS

1. In fully operational programmes, achieve by 2005-06:

- an increase in the proportion of young children aged 0-5 with normal levels of personal, social and emotional development for their age;*
- a 6 percentage point reduction in the proportion of mothers who continue to smoke during pregnancy;*
- an increase in the proportion of children having normal levels of communication, language and literacy at the end of the Foundation Stage and an increase in the proportion of young children with satisfactory speech and language development at age 2 years; and*
- a 12% reduction in the proportion of young children living in households where no one is working.*

WHO IS RESPONSIBLE FOR DELIVERY?

A decision will be taken shortly on the ministerial responsibilities for the new unit.

Chapter 22

The Criminal Justice System

AIM

Reduce crime and the fear of crime and their social and economic costs and dispense justice fairly and efficiently and to promote confidence in the rule of law.

OBJECTIVES AND PERFORMANCE TARGETS

Objective I: reduce crime and the fear of crime.

1. Reduce crime and the fear of crime; improve performance overall, including by reducing the gap between the highest crime Crime and Disorder Reduction Partnership areas and the best comparable areas; and reduce:

- *vehicle crime by 30% from 1998-99 to 2004;*
- *domestic burglary by 25% from 1998-99 to 2005;*
- *robbery in the ten Street Crime Initiative areas by 14% from 1999-2000 to 2005;*
- *maintain that level.*

Objective II: ensure the effective delivery of justice.

2. Improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice to 1.2 million by 2005-06; with an improvement in all CJS areas, a greater increase in the worse performing areas and a reduction in the proportion of ineffective trials.

3. Improve the level of public confidence in the Criminal Justice System, including increasing that of ethnic minority communities, and increasing year on year the satisfaction of victims and witnesses, whilst respecting the rights of defendants.

Objective III: deliver effective custodial and community sentences to reduce re-offending and protect the public.

4. Protect the public and reduce re-offending by 5%:

- *for young offenders;*
- *for both adults sentenced to imprisonment and adults sentenced to community sentences; and.*
- *maintain the current low rate of prisoner escapes, including Category A escapes.*

Value for money

5. Increase value for money from the Criminal Justice System by 3% a year.

WHO IS RESPONSIBLE FOR DELIVERY?

The Home Secretary, Lord Chancellor and Attorney General are jointly responsible for the commitments related to the overall performance of the CJS as set out in this PSA.

Previous

Chapter 23

Action Against Illegal Drugs

AIM

Reduce the harm that drugs cause to society, including communities, individuals and their families.

OBJECTIVES AND PERFORMANCE TARGETS

Objective I: help young people resist drug misuse in order to achieve their full potential in society.

1. Reduce the use of Class A drugs and the frequent use of any illicit drug among all young people under the age of 25, especially by the most vulnerable young people.

Objective II: protect our communities from drug-related anti-social and criminal behaviour.

2. Reduce drug-related crime, including as measured by the proportion of offenders testing positive at arrest.

Objective III: enable people with drug problems to overcome them and live healthy and crime-free lives.

3. Increase the participation of problem drug users in drug treatment programmes by 55% by 2004 and by 100% by 2008, and increase year on year the proportion of users successfully sustaining or completing treatment programmes.

Objective IV: stifle the availability of illegal drugs on our streets.

4. Reduce the availability of illegal drugs by increasing :

- the proportion of heroin and cocaine targeted on the UK which is taken out;*
- the disruption/dismantling of those criminal groups responsible for supplying substantial quantities of class A drugs to the UK market; and*
- the recovery of drug-related criminal assets.*

WHO IS RESPONSIBLE FOR DELIVERY?

This PSA covers Government activity against illegal drugs, coordinated by the Home Secretary, and also led by the Secretary of State for Health, the Secretary of State for Education and Skills and the Economic Secretary to the Treasury. On behalf of Ministerial colleagues, the Home Secretary, supported by the Secretary of State for Health and the Secretary of State for Education and Skills takes the lead on target 1. The Home Secretary's prime contribution is through effective management of the Drugs Prevention Advisory Service and supported for local anti-drugs partnerships. The Home Secretary has lead responsibility for delivery of target 2. The Secretary of State for Health has lead responsibility for delivery of target 3. The Economic Secretary to the Treasury has lead responsibility for delivery of target 4, supported by the Home Secretary. Anti-drugs operations in Scotland, Wales and Northern Ireland are managed consistent with the responsibilities of the devolved administrations.

Chapter 24

Local Government

The Public Service Agreement for Local Government seeks to ensure that central government, local councils and other organisations work together as effectively as possible to secure tangible improvements in the services that matter most to local communities.

The PSA draws together targets from the PSAs of government departments where councils and their partners have a contribution to make in delivering the outcomes. It reflects the existence for the first time of a joint statement of shared public service delivery priorities agreed between government and the LGA. The agreement therefore has fewer targets and is more focused, reflecting a shared understanding of the things that matter most to local communities.

The shared priorities that inform this PSA were jointly developed by the LGA and the Government. The LGA has also been consulted on the areas covered by the targets in this PSA. However, the target levels themselves are those agreed by Ministers as part of the Spending Review process.

PERFORMANCE TARGETS

1. Raise standards in English and maths so that:

- *by 2004 85% of 11 year olds achieve level 4 or above and 35% achieve level 5 or above with this level of performance sustained to 2006; and*
- *by 2006, the number of schools in which fewer than 65% of pupils achieve level 4 or above is significantly reduced.*

2. Raise standards in English, maths, ICT and science in secondary education so that:

- *by 2004 75% of 14 year olds achieve level 5 or above in English, maths and ICT (70% in science) nationally, and by 2007 85% (80% in science);*
- *by 2007, the number of schools where fewer than 60% of 14 year olds achieve level 5 or above is significantly reduced; and*
- *by 2007, 90% of pupils reach level 4 in English and maths by age 12.*

3. By 2004 reduce school truancies by 10% compared to 2002, sustain the new lower level, and improve overall attendance levels thereafter.

4. Raise standards in schools or colleges so that:

- *between 2002 and 2006 the proportion of those aged 16 who get qualifications equivalent to 5 GCSEs at grades A* to C rises by 2 percentage points each year on average, and in all schools at least 20% of pupils achieve this standard by 2004, rising to 25% by 2006; and*
- *the proportion of 19 year olds who achieve this standard rises by 3 percentage points between 2002 and 2004, with a further increase of 3 percentage points by 2006.*

5. Improve the quality of life and independence of older people so that they can live at home wherever possible, by increasing by March 2006 the number of those supported intensively to live at home to 30% of the total being supported by social services at home or in residential care.

6. Improve life chances for children, including by:

- *improving the level of education, training and employment outcomes for care leavers aged 19, so that levels for*

this group are at least 75% of those achieved by all young people in the same area, and at least 15% of children in care attain five good GCSEs by 2004. (The Government will review this target in the light of a Social Exclusion Unit study on improving the educational attainment of children in care.);

- *narrowing the gap between the proportions of children in care and their peers who are cautioned or convicted; and*
- *reducing the under-18 conception rate by 50% by 2010.*

7. Increase the participation of problem drug users in drug treatment programmes by 55% by 2004 and by 100% by 2008, and increase year on year the proportion of users successfully sustaining or completing treatment programmes.

8. By 2010 reduce inequalities in health outcomes by 10% as measured by infant mortality and life expectancy at birth.

9. Secure improvements to the accessibility, punctuality and reliability of local public transport (bus and light rail), with an increase in use of more than 12% by 2010 compared with 2000 levels.

10. Improve delivery and value for money of local services by:

- *introducing comprehensive performance assessments and action plans, and securing a progressive improvement in authorities' scores;*
- *overall annual improvements in cost effectiveness of 2% or more; and*
- *assisting local government to achieve 100% capability in electronic delivery of priority services by 2005, in ways that customers will use.*

11. All local planning authorities to complete local development frameworks by 2006 and to perform at or above best value targets for development control by 2006, with interim milestones to be agreed in the Service Delivery Agreement. The Department to deal with called in cases and recovered appeals in accordance with statutory targets.

12. By 2010, bring all social housing into decent condition with most of this improvement taking place in deprived areas, and increase the proportion of private housing in decent condition occupied by vulnerable groups.

13. Reduce crime and the fear of crime; improve performance overall, including by reducing the gap between the highest crime Crime and Disorder Reduction Partnership areas and the best comparable areas; and reduce:

- *vehicle crime by 30% from 1998-99 to 2004;*
- *domestic burglary by 25% from 1998-99 to 2005;*
- *robbery in the ten Street Crime Initiative areas by 14% from 1999-2000 to 2005;*
- *maintain that level.*

14. Over the three years to Spring 2006, increase the employment rates of disadvantaged areas and groups, taking account of the economic cycle lone parents, ethnic minorities, people aged 50 and over, those with the lowest qualifications, and the 30 local authority districts with the poorest initial labour market position, and significantly reduce the difference between their employment rates and the overall rate.

15. In the three years to 2006, increase the employment rate of people with disabilities taking account of the economic cycle, and significantly reduce the difference between their employment rate and the overall rate. Work to improve the rights of disabled people and to remove barriers to their participation in society.

