



2000 Spending Review:
Public Service Agreements
July 2000

Presented to Parliament by the Chief Secretary to the Treasury
by Command of Her Majesty
July 2000

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FOREWORD BY THE CHANCELLOR OF THE EXCHEQUER

In 1998 this Government took the important step of setting out in Public Service Agreements (PSAs) the service improvements, key reforms, and much-needed modernisation that we would deliver. We made commitments not just for what we would put into public services in terms of money, people, and policies, but also for the specific results on which we would be judged.

Targets drive good performance by clarifying the final outcomes on which services ought to focus, and encourage the less good to rise to the level of the best. Making an explicit statement of priorities in every area of policy and service around which all departments can organise reduces the risk of attention switching from one initiative to another. The targets for attainment at age 11, together with their supporting strategies, have helped drive an increase from 57 per cent in 1996 to 71 per cent in 1999 in literacy; and from 54 per cent to 69 per cent in numeracy. The joint targets we have set have encouraged real improvements in joint working. For instance, the target we set to reduce the time taken for young people to be processed through the Criminal Justice System has already focused action to achieve a reduction from 142 days to 96. In the 2000 Spending Review, the Government has set targets to make sure that everyone benefits from improved public services, including targets building on the improvements to attainment in schools, raising employment rates, cracking down on crime, improving health, and beating congestion.

This year's departmental reports, published in March, gave a full report on how we were doing against detailed quantified commitments across the public services. The targets we set out after the 1998 Comprehensive Spending Review (CSR) have helped motivate Ministers and public servants to deliver our ambitious and challenging agenda. They have helped us focus on the promises we have made and the improvements we want to deliver for the British people. They have helped to make government more transparent and accountable, providing public servants, Parliament and the public with a clear statement of what we want to achieve.

The 2000 Spending Review builds on the success of the first PSAs by setting challenging targets for the next three years focused clearly on priorities. This is the most ambitious attempt internationally to set explicit goals for outcomes across the whole of government. We have made a number of improvements to these important agreements. The PSAs in this White Paper focus on the key improvements in services that we are seeking. We will be publishing departments' plans for good management of their resources, both money and people, in new Service Delivery Agreements (SDAs) this autumn.

The 2000 Spending Review White Paper shows the resources we are devoting to our priorities. The PSAs explain what we will deliver in return. The SDAs set out how departments will do it, and how they will ensure good value for money in their operations.

The Public Service Agreements which follow are the detailed statement of the Government's commitments for the next three years. They are agreements with the taxpayer, something for something, for the resources that are put in. We will continue to report our performance annually against these clear, measurable targets. Their achievement is critical to this Government's agenda.



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INTRODUCTION

This White Paper sets out Public Service Agreements (PSAs) for all main departments for 2001 to 2004. These:

- **set out around 160 targets covering the key areas of Government;**
- **continue the move beyond a narrow emphasis on resources to consider not just outputs, but outcomes: reducing crime, improving health and raising standards in our schools; and**
- **are transparent commitments which the Government can be held accountable for, and which departments will report on every year in departmental reports.**

A COMMITMENT TO DELIVER BETTER PUBLIC SERVICES

1.1 Delivering better public services is about more than how much the Government spends; it depends crucially on how effectively the Government uses these resources. As an integral part of the process of allocating resources, the 2000 Spending Review has set the objectives and targets which Government will deliver, consistent with its priorities for increasing opportunity for all, building responsible and secure communities, raising productivity and sustainable growth and securing a modern international role for Britain.

1.2 The 1998 Comprehensive Spending Review (CSR) made an important step forward in delivering improvements in public services, through the innovation of Public Service Agreements (PSAs). Through the PSAs the Government made clear it was investing in reform, better public services and a step change in the way they were delivered.

1.3 This White Paper continues that process by setting out, for every major government department, its aim, objectives and the targets against which success will be measured, including targets on improving value for money and efficiency. It signals, in around 160 high level and outcome-focused commitments, the Government's priorities and its strategic agenda for public services for the next three years.

1.4 These PSAs are a clear commitment to the public on what they can expect for their money and each agreement sets out explicitly which minister is accountable for delivery of the targets underpinning that commitment. The publication of PSAs is of course only the beginning. Every department will be working hard to ensure that the targets are delivered. Progress in delivering these targets will be monitored closely by Government and reported in annual departmental reports.

IMPROVING COORDINATION

1.5 The Government recognises that the issues which the public sector needs to tackle are not always the responsibility of a single government department. Through its focus on outcomes, the PSA process helps to break down artificial barriers in policy making and delivery: encouraging departments to think together about their joint priorities, and work together to deliver change.

1.6 Where responsibilities and interests overlap, departments have been encouraged to set a single joint target which recognises their common goal. For example, the Foreign and Commonwealth Office and Department for Trade and Industry are jointly committed to maintaining the UK as the prime location for foreign direct investment.

1.7 To improve coordination further, fifteen cross-departmental reviews were undertaken as part of the 2000 Spending Review, focusing on key issues from crime reduction and intervention in deprived areas to science research and the knowledge economy. PSAs arising from five of these cross-departmental reviews are included in this White Paper, with targets emerging from the work of all the others detailed in Chapter 25. For example, through measures identified in the Welfare to Work and ONE review, HM Treasury, DfEE and DSS will work jointly to increase employment over the economic cycle. Likewise, as a result of the Criminal Justice System review, the Home Office, Lord Chancellor's Department and the Law Officers' Departments are committed to working together to raise confidence in the system and increase both the number and proportion of crimes for which an offender is brought to justice.

1.8 In each case, accountability arrangements are clearly defined, with the relevant Ministers held jointly responsible for the delivery of the target.

1.9 Coordination goes beyond ensuring central government departments work together to set priorities and improve public services. In education, social services and many other areas local government will play a crucial role in delivering targets set at a national level. As an important element of the 2000 Spending Review process, central government worked closely with the Local Government Association (LGA) to ensure that the implications for local service delivery were fully considered.

1.10 The Local Government PSA set out in Chapter 24 draws together the targets listed in departmental PSAs which the Government relies on local authorities and their local partners to deliver. A new central and local government concordat for local services underlines the LGA's shared commitment to deliver the improved quality of life which the achievement of demanding targets in these areas would go a long way to secure. To strengthen this partnership at the local level, local PSAs will be piloted with up to 20 local authorities in 2001-02, ahead of a possible wider roll-out in 2002-03. They will provide a means of bringing together national and local targets by agreement between the Government and individual local authorities.

LEARNING AND DEVELOPING

1.11 As the Government recognised at the time of the 1998 CSR, setting targets for central Government was a process that would need to be refined over time.

1.12 In the 2000 Spending Review, the Government has further developed the PSA documents, in order to prioritise the most important goals and reforms it wants to deliver.

- The PSAs in this White Paper cover the work of the major government departments. Smaller departments make a significant contribution to the delivery of key priorities, but it is usually a main department that is responsible at a high level.
- New Service Delivery Agreements (SDAs) will be published in the autumn covering the work of both main and smaller departments. These will set out the more detailed outputs which departments will need to focus on to achieve their objectives, and the modernisation processes they will go through to improve the productivity of their operations. These new SDAs replace the section on increasing the productivity of operations in the 1998 Comprehensive Spending Review PSAs.

- In order to make the PSAs a real tool for transparency and accountability, the Government has attempted to make the targets as clear and readable as possible. It is important both for the accurate collection of information, and the rigorous monitoring and reporting of progress, that the precise technical details are agreed, and are publicly available. To this end all departments will be publishing Technical Notes later in the year, which will specify precisely what will be measured under each target.

I.13 These refinements have been designed to add clarity to the priorities set out in the 2000 Spending Review PSAs without losing the strict measurability and accountability of the new process. The Government will be monitoring delivery of the targets set out after the 1998 CSR. A full and detailed report on all of the CSR targets was published in the March Departmental Annual Reports, and will be again next spring. Many of the targets set in the 2000 Spending Review extend CSR targets, or re-word them so they are expressed more clearly or measurably.

STREAMLINED PUBLIC SERVICE AGREEMENTS

I.14 PSAs bring together in a single document important information on the aim, objectives and performance targets for each of the main departments in Government.

Structure of PSAs

- **Aim:** a single sentence summary of the role of the department.
- **Objectives:** high level aspirations, drawing out comprehensively all areas of the department's work.
- **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.**

I.15 Each PSA sets out a department's aim and objectives. These are comprehensive statements of the department's role and aspirations. Performance targets flow directly from these objectives. They are, wherever possible, focused on outcomes and 'SMART' – specific, measurable, achievable, relevant and timed.

I.16 There are around 160 of these performance targets in total, some jointly held by more than one department, focused on the key strategic goals for the department and the Government as a whole. In contrast to objectives which comprehensively cover the work of Government, performance targets reflect tough prioritisation on the most important outcomes. Most, though not all, objectives will be supported by at least one PSA performance target. The remainder will be supported by measures set out in SDAs.

I.17 Delivering efficient and modern public services is a key part of the Government's agenda for improving productivity. Each departmental PSA includes a target to improve efficiency or value for money of an important element of the department's operations. SDAs will set out a more comprehensive strategy for efficient and effective delivery of public services.

I.18 A clear line of accountability to the Secretary of State responsible for delivering each of the commitments contained in the PSAs is a crucial part of this process. PSAs show the public what they can expect to get for their money, and it is important to clearly identify those responsible for ensuring that this happens. This is particularly necessary for jointly held targets, where more than one department is responsible for delivering an outcome. Accountability arrangements for each target are specified in a separate section at the end of every PSA.

AIM

To give everyone the chance, through education, training and work, to realise their full potential, and thus build an inclusive and fair society and a competitive economy.

OBJECTIVES AND PERFORMANCE TARGETS

Objective I: ensuring that all young people reach 16 with the skills, attitudes and personal qualities that will give them a secure foundation for lifelong learning, work and citizenship in a rapidly changing world.

1. *Increase the percentage of 11 year olds at or above the expected standard of literacy and numeracy for their age. By 2004:*
 - *increase the percentage of children who achieve level 4 in each of the Key Stage 2 English and maths tests beyond the targets for 2002 of 80% in English and 75% in maths. This target will be announced in due course; and*
 - *reduce to zero the number of Local Education Authorities (LEA) where fewer than a set percentage of pupils achieve these standards, thus narrowing the attainment gap. This target will also be announced in due course.*
2. *Increase the percentage of 14 year olds at or above the standard of literacy, numeracy, science and Information & Communications Technology (ICT) for their age. Subject to consultation:*
 - *by 2007, 85% to achieve level 5 or above in each of the Key Stage 3 tests in English, maths, and ICT, and 80% in science;*
 - *as milestones towards that target, 80% to achieve level 5 in maths, 75% in English and ICT, and 70% in science by 2004; and*
 - *for 2004, a minimum performance target will be set which will result in higher standards for the bottom 20% of pupils and narrow the attainment gap.*
3. *Increase the percentage of pupils obtaining 5 or more GCSEs at grades A* to C (or equivalent):*
 - *increase the proportion achieving the standard by four percentage points between 2002 and 2004; and*
 - *at least 38% to achieve this standard in every LEA by 2004 .*
4. *Increase the percentage of pupils obtaining 5 or more GCSEs at grades A* to G (or equivalent), including English and maths: by 2004, 92% of 16 year olds should reach this standard.*
5. *On pupil inclusion:*
 - *reduce school truancies by a further 10% from the level achieved by 2002; and*
 - *ensure that all pupils who are permanently excluded obtain an appropriate full-time education.*

Objective II: developing in everyone a commitment to lifelong learning, so as to enhance their lives, improve their employability in a changing labour market and create the skills that our economy and employers need.

6. *By 2004, increase by 3 percentage points the numbers of 19 year olds achieving a qualification equivalent to National Vocational Qualification level 2 compared to 2002.*
7. *In Higher Education, while maintaining standards:*
 - *increase participation towards 50% of those aged 18–30 by the end of the decade;*
 - *make significant, year on year progress towards fair access, as measured by the Funding Council benchmarks; and*
 - *bear down on rates of non-completion.*
8. *Reduce the number of adults who have literacy or numeracy problems by 750,000 by 2004.*

Objective III: helping people without a job into work. *TARGETS CONTRIBUTING TO THE WELFARE TO WORK PSA*

9. *Increase employment over the economic cycle.*
10. *A continued reduction in the number of unemployed people over the age of 18 over the 3 years to 2004, taking account of the economic cycle.*
11. *Reduce the number of children in households with no one in work over the 3 years to 2004.*
12. *Over the 3 years to 2004 increase the employment rates of disadvantaged areas and groups, taking account of the economic cycle – people with disabilities, lone parents, ethnic minorities and the over 50s, the 30 local authority districts with the poorest initial labour market position – and reduce the difference between their employment rates and the overall rate.*

Value for money

13. *Complete benchmarking work for schools by December 2002 so that schools will then be able meaningfully to compare costs with one another and thus improve value for money year on year.*

WHO IS RESPONSIBLE FOR DELIVERY?

The Secretary of State for Education and Employment is responsible for the delivery of this PSA.

The Welfare to Work targets numbers 9–12 (see also separate PSA, Chapter 21) are the joint responsibility of the Secretary of State for Education and Employment, the Secretary of State for Social Security, and the Chancellor of the Exchequer.

The Secretary of State for Education and Employment is also responsible at Cabinet level for the work of the Sure Start unit. The Minister for Public Health has day to day responsibility for the unit. PSA targets for the Sure Start unit can be found in a separate Sure Start PSA, Chapter 20.

AIM

To 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: improving health outcomes for everyone.

1. *Reduce substantially the mortality rates from major killers by 2010: from heart disease by at least 40% in people under 75; from cancer by at least 20% in people under 75; and from suicide and undetermined injury by at least 20%. Key to the delivery of this target will be implementing the National Service Frameworks for Coronary Heart Disease and Mental Health and the National Cancer Plan.*
2. *Narrow the health gap between socio-economic groups and between the most deprived areas and the rest of the country, in childhood and throughout life. Specific national targets will be developed in consultation with external stakeholders and experts and published in 2001 in time to become fully operational by the beginning of 2002–03.*

Objective II: improving patient and carer experience of the NHS and Social Services.

3. *Treat patients at a time that suits them in accordance with their medical need: two thirds of all outpatient appointments and inpatient planned admissions will be pre-booked by 2003–04, on the way to 100% pre-booking by 2005.*
4. *Reduce the maximum wait for an outpatient appointment to three months, and the maximum wait for inpatient treatment to six months by the end of 2005.*
5. *Secure year on year improvements in patient satisfaction, including with standards of cleanliness and food, as measured by independently audited local surveys.*

Objective III: effective delivery of appropriate care.

6. *Provide high quality pre-admission and rehabilitation care to older people to help them live as independently as possible, by reducing preventable hospitalisation and ensuring year on year reductions in delays in moving people over 75 on from hospital. At least 130,000 people are expected to benefit from this care. Progress will be monitored in the Performance Assessment Framework.*
7. *Improve the life chances of children in care by:*
 - *improving the level of education, training and employment outcomes for care leavers aged 19, so that the levels for this group are at least 75% of those achieved by all young people in the same area by March 2004;*
 - *improving the educational attainment of children and young people in care by increasing from 6% in 1998 to 15% in 2004 the proportion of children leaving care aged 16 and over with at least five GCSEs at grade A* to C;*
 - *giving them the care and guidance needed to narrow the gap by 2004 between the proportions of children in care and their peers who are cautioned or convicted; and*
 - *maximising the contribution adoption can make to providing permanent families for children. A specific target will be set in the light of the Prime Minister's review of adoption services.*

8. *Increase the participation of problem drug users in drug treatment programmes by 55% by 2004 (by 66% by 2005 and by 100% by 2008). TARGET CONTRIBUTING TO ACTION AGAINST ILLEGAL DRUGS PSA.*

Objective IV: fair access.

9. *Guaranteed access to a primary care professional within 24 hours, and to a primary care doctor within 48 hours by 2004.*

Value for money

10. *The cost of care commissioned from Trusts which perform well against indicators of fair access, quality and responsiveness, will become the benchmark for the NHS. All will be expected to reach the level of the best over the next five years, with agreed milestones for 2003–04.*

WHO IS RESPONSIBLE FOR DELIVERY?

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

The Minister for Public Health has day to day responsibility for the work of the Sure Start unit. The Secretary of State for Education and Employment is responsible at Cabinet level for the unit. PSA targets for the Sure Start unit can be found in chapter 20.

AIM

To improve everyone's quality of life, now and for the future, through: thriving prosperous regions and communities; better transport; better housing; a better environment; safer, healthier surroundings; and prudent use of natural resources.

OBJECTIVES AND PERFORMANCE TARGETS

Objective I: protect and improve the environment and integrate the environment with other policies across Government and internationally.

1. *Improve air quality by meeting our National Air Quality Strategy targets for carbon monoxide, lead, nitrogen dioxide, particles, sulphur dioxide, benzene and 1-3 butadiene.*
2. *Improve the environment and the sustainable use of natural resources, including by reducing greenhouse gas emissions by 12.5% from 1990 levels and moving towards a 20% reduction in CO₂ emissions by 2010. JOINT TARGET WITH DTI*
3. *Enable 17% of household waste to be recycled or composted by 2004.*
4. *Reduce fuel poverty among vulnerable households by improving the energy efficiency of 600,000 homes between 2001 and 2004.*

Objective II: offer everyone the opportunity of a decent home and so promote social cohesion, well-being and self-dependence.

5. *Ensure that all social housing meets set standards of decency by 2010, by reducing the number of households living in social housing that does not meet these standards by a third between 2001 and 2004, with most of the improvements taking place in the most deprived local authority areas as part of a comprehensive regeneration strategy.*
6. *Reduce by April 2002 the number of people sleeping rough by two-thirds compared to June 1998, and keep the number at or below this level thereafter.*

Objective III: promote modern and integrated transport for everyone and reduce the impact of transport on the environment.

7. *Reduce congestion on the inter-urban trunk road network and in large urban areas in England below current levels by 2010, by promoting integrated transport solutions and investing in public transport and the road network.*
8. *Increase rail use in Great Britain (measured in passenger kilometres) from levels in 2000 by 50% by 2010, with investment in infrastructure and capacity, while at the same time securing improvements in punctuality and reliability.*
9. *Increase bus use in England (measured by the number of passenger journeys) from levels in 2000 by 10% by 2010, while at the same time securing improvements in punctuality and reliability.*
10. *Double light rail use in England (measured by the number of passenger journeys) by 2010 from levels in 2000.*

11. *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.*

Objective IV: provide customer-focused regulatory and other transport services and collect taxes fairly and efficiently.

Objective V: enhance opportunity in rural areas, improve enjoyment of the countryside and conserve and manage wildlife resources.

12. *Open up public access to mountain, moor, heath and down and registered common land by the end of 2005.*

13. *Bring into favourable condition by 2010 95% of all nationally important wildlife sites, compared to 60% of sites currently estimated to be in such condition.*

Objective VI: promote a sustainable pattern of physical development and land and property use in cities, towns and the countryside.

14. *60% of new housing should by 2008 be provided on previously developed land and through conversion of existing buildings. Brownfield land will be reclaimed at a rate of over 1,100 hectares per annum by 2004 (reclaiming 5% of current brownfield land by 2004 and 17% by 2010). (Also contributes to **Objective VIII**).*

Objective VII: promote a system of elected government in England which responds to the needs of local communities.

15. *Ensure continuous improvement in the economy, efficiency and effectiveness of local services through:*

- *overall annual improvements in cost effectiveness of 2% or more; and*
- *ensuring that local government achieves 100% capability in electronic service delivery by 2005. (This is also the **value for money** target).*

16. *Ensure that by December 2002 each council has adopted and put into operation a new constitution which is transparent, accountable and efficient.*

Objective VIII: enhance sustainable economic development and social cohesion throughout England through effective regional action and integrated local regeneration programmes.

17. *Improve the economic performance of all regions, measured by the trend in growth of each region's GDP per capita. JOINT TARGET WITH DTI.*

Objective IX: secure an efficient market in the construction industry, with innovative and successful UK firms that meet the needs of clients and society and are competitive at home and abroad.

Objective X: improve health and safety by reducing accidents from work activity, travel, and the environment.

18. *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.*

19. *Reduce the number of working days lost from work-related injury and ill-health by 15% per 100,000 workers, the incidence rate of fatal and major injury accidents by 5% per 100,000 workers and work-related ill health by 10% per 100,000 workers by 2004, compared to the average for 1995–1998.*

WHO IS RESPONSIBLE FOR DELIVERY?

The Secretary of State for the Environment, Transport and the Regions is responsible for the delivery of this PSA.

Targets 12 and 13 contribute to the Government's rural and countryside objectives. The Secretary of State shares overall responsibility for the delivery of these objectives with the Minister of Agriculture, Fisheries and Food.

Targets for service delivery by local government, for which DETR has overall responsibility, will be found in the separate Local Government PSA, Chapter 24.

AIM

To build a safe, just and tolerant society, in which the rights and responsibilities of individuals, families and communities are properly balanced, and the protection and security of the public are maintained.

OBJECTIVES AND PERFORMANCE TARGETS

Objective I: reduction in crime, particularly youth crime, and in the fear of crime; and the maintenance of public safety and good order.

1. *Reduce the key recorded crime categories of:*

- *vehicle crime by 30% by 2004;*
- *domestic burglary by 25%, with no local authority area having a rate more than three times the national average, by 2005; and*
- *robbery in our principal cities by 14% by 2005.*

TARGET CONTRIBUTING TO CJS PSA.

2. *Ensure by 2004 that the levels of fear of crime in the key categories of violent crime, burglary and car crime, reported in the British Crime Survey (BCS), are lower than the levels reported in the 2001 BCS. TARGET CONTRIBUTING TO CJS PSA*

3. *Reduce the proportion of people under the age of 25 reporting the use of Class A drugs by 25% by 2005 (and by 50% by 2008). TARGET CONTRIBUTING TO ACTION AGAINST ILLEGAL DRUGS PSA*

4. *Reduce by 2004 the economic cost of crime, as measured by an indicator to be developed by March 2001. TARGET CONTRIBUTING TO CJS PSA*

Objective II: delivery of justice through effective and efficient investigation, prosecution, trial and sentencing, and through support for victims.

5. *Improve the level of public confidence in the CJS by 2004, including improving that of ethnic minority communities. TARGET CONTRIBUTING TO CJS PSA*

6. *Increase the number and proportion of recorded crimes for which an offender is brought to justice. TARGET CONTRIBUTING TO CJS PSA*

7. *Improve by 5 percentage points the satisfaction of victims and witnesses with their treatment by the CJS by 2002 and thereafter at least maintain that level of performance. TARGET CONTRIBUTING TO CJS PSA*

8. *Reduce by 2004 the time from arrest to sentence or other disposal by:*

- *reducing the time from charge to disposal for all defendants, with a target to be specified by 31 March 2001;*
- *dealing with 80% of youth court cases within their time targets; and*
- *halving from 142 to 71 days by 2002 the time taken from arrest to sentence for persistent young offenders and maintaining that level thereafter.*

TARGET CONTRIBUTING TO CJS PSA

Objective III: prevention of terrorism, reduction in other organised and international crime, and protection against threats to national security.

9. *Disrupt 10% more organised criminal enterprises by 2004.*

Objective IV: effective execution of the sentences of the courts so as to reduce re-offending and protect the public.

10. *Reduce the rate of reconvictions:*

- *of all offenders punished by imprisonment or by community supervision by 5% by 2004 compared to the predicted rate; and*
- *of all young offenders by 5% by 2004 compared to the predicted rate.*

TARGET CONTRIBUTING TO CJS PSA

11. *Reduce the levels of repeat offending amongst problem drugs-misusing offenders by 25% by 2005 (and by 50% by 2008). TARGET CONTRIBUTING TO ACTION AGAINST ILLEGAL DRUGS PSA*

12. *Maintain the current low rates of prisoner escapes including no category A escapes.*

Objective V: helping to build, under a modernised constitution, a fair and prosperous society, in which everyone has a stake, and in which the rights and responsibilities of individuals, families and communities are properly balanced.

13. *Make substantial progress by 2004 towards one million more people being actively involved in their communities.*

14. *Promote race equality, particularly in the provision of public services such as education, health, law and order, housing and local government, and measure progress by the annual publication of Race Equality in Public Services, a set of race equality performance indicators across the public sector; and, achieve representative workforces in the Home Office and its police, fire, probation, and prison services.*

Objective VI: regulation of entry to, and settlement in, the United Kingdom in the interests of social stability and economic growth; the facilitation of travel by UK citizens; the support of destitute asylum seekers during consideration of their claims; and the integration of those accepted as refugees.

15. *Ensure that by 2004, 75% of substantive asylum applications are decided within two months.*

16. *Enforce the immigration laws more effectively by removing a greater proportion of failed asylum seekers.*

Objective VII: reduction in the incidence of fire and related death, injury and damage, and ensuring the safety of the public through civil protection.

17. *Reduce the incidence of accidental fire-related deaths in the home by 20% averaged over the five year period to March 2004 compared with the average recorded in the five year period to March 1999.*

Value for money

18. *Ensure annual efficiency gains by police forces are worth in total at least 2% of overall police spending in that year.*

WHO IS RESPONSIBLE FOR DELIVERY?

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

Targets 1, 2, 4–8 and 10 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.

Targets 3 and 11 contribute to the Government’s objectives for action against illegal drugs as set out in the Action Against Illegal Drugs PSA, Chapter 23, and are supported by other Government departments. Target 3 is delivered jointly with the Department for Education and Employment and the Department of Health. The Home Office’s prime contribution is through effective management of the Drugs Prevention Advisory Service; support for Drug Action Teams; and the measures specific to drugs set out in the Service Delivery Agreement.

AIM

The aim of the Lord Chancellor's Department is justice.

OBJECTIVES AND PERFORMANCE TARGETS

Objective I: to provide a fair, swift and effective system of justice which provides confidence in the rule of law; helps reduce crime, the fear of crime, and the economic consequences of crime; and gives value for money.

1. *Secure a minimum 5 percentage point improvement in the level of satisfaction of users of the justice system by 2004, including that of victims and witnesses with their treatment in the CJS (contributes to progress against target 6 in the CJS PSA).*
2. *Reduce by 2004 the time from arrest to sentence or other disposal by:*
 - *reducing the time from charge to disposal for all defendants, with a target to be specified by March 2001;*
 - *dealing with 80% of youth court cases within their time targets; and*
 - *halving from 142 to 71 days by 2002 the time taken from arrest to sentence for persistent young offenders, and maintaining that level thereafter.*

TARGET CONTRIBUTING TO CJS PSA
3. *Improve the level of public confidence in the CJS by 2004 including improving that of ethnic minority communities. TARGET CONTRIBUTING TO CJS PSA*
4. *Increase the number and proportion of recorded crimes for which an offender is brought to justice. TARGET CONTRIBUTING TO CJS PSA*

Objective II: to improve people's knowledge and understanding of their rights and responsibilities, including how to resolve disputes that affect them, in a way and at a cost proportionate to the issue at stake.

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

Objective III: to improve the availability of affordable and good quality legal services so that the law underpins economic success at home and abroad, and that the use of public funds secures greater social justice and reduces social exclusion.

6. *Increase the number of people who receive suitable assistance in priority areas of law, involving fundamental rights or social exclusion, by 5% by 2004; and secure year on year increases of at least 5% in the number of international legal disputes resolved in the UK.*

Objective IV: to make civil and family law clearer and more easily enforceable giving priority to key Government objectives in tackling social and economic issues.

7. *Increase the enforceability of civil judgements by achieving a 10% increase in the amount recovered per pound under executed warrants issued in the county courts in 2001–04, with this target to be reviewed and new targets set for 2002–04 by July 2001.*

Objective V: to improve the lives of children, and help build and sustain strong families through providing a legal and procedural framework which sustains family relationships, and, when they do break down, to resolve disputes with the least distress to those affected, especially the most vulnerable.

8. *Increase continued contact between children and the non-resident parent after a family breakdown, where this is in the best interests of the child.*

Objective VI: to uphold the independence of the judiciary – especially through the appointment of sufficient judges, magistrates and other judicial post holders of the right calibre to match needs and through promoting a partnership with the judiciary for delivering justice effectively.

Value for money

9. *Secure year on year improvements in value for money in the delivery of the Community Legal Service and the Criminal Defence Service.*

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 to 4 above).

AIM

To contribute to the reduction both of crime and the fear of crime and to increase public confidence in the criminal justice system by fair and independent review of cases and firm, fair and effective prosecution at court.

OBJECTIVES AND PERFORMANCE TARGETS

Objective I: to deal with prosecution cases in a timely and efficient manner in partnership with other agencies.

1. *Reduce by 2004 the time from arrest to sentence or other disposal by:*
 - *reducing the time from charge to disposal for all defendants, with a target to be specified by March 2001;*
 - *dealing with 80% of youth court cases within their time targets; and*
 - *halving from 142 to 71 days by 2002 the time taken from arrest to sentence for persistent young offenders and maintaining that level thereafter.*

TARGET CONTRIBUTING TO CRIMINAL JUSTICE SYSTEM (CJS) PSA

Objective II: To ensure that the charges proceeded with are appropriate to the evidence, and to the seriousness of the offending by the consistent, fair and independent review of cases in accordance with the Code for Crown Prosecution.

2. *Improve the standard by which the CJS meets the rights of defendants, by achieving by 2004, 100% of targets in a basket of measures as defined in the CJS Business Plan.*

TARGET CONTRIBUTING TO CJS PSA

3. *Increase the number and proportion of recorded crimes for which an offender is brought to justice. TARGET CONTRIBUTING TO CJS PSA*

Objective III: to enable the courts to reach just decisions by fairly, thoroughly and firmly presenting prosecution cases, rigorously testing defence cases and scrupulously complying with the duties of disclosure.

4. *Ensure by 2004 that the levels of fear of crime in the key categories of violent crime, burglary and car crime, reported in the British Crime Survey (BCS), are lower than the levels reported in the 2001 BCS. TARGET CONTRIBUTING TO CJS PSA*

Objective IV: to meet the needs of victims and witnesses in the criminal justice system, in cooperation with other criminal justice agencies.

5. *Improve by 5 percentage points the satisfaction level of victims and witnesses with their treatment in the CJS by 2002, and thereafter at least maintain that level of performance.*

TARGET CONTRIBUTING TO CJS PSA

6. *Improve the level of public confidence in the CJS by 2004, including improving that of ethnic minority communities. TARGET CONTRIBUTING TO CJS PSA*

Value for money

7. *Improve performance through securing annual efficiency improvements of 3%.*

WHO IS RESPONSIBLE FOR DELIVERY?

The CPS's objectives and performance targets support those arising out of the Criminal Justice System cross-departmental review. The Attorney General is, with the Home Secretary and Lord Chancellor jointly responsible for the delivery of these targets. The Attorney General is responsible for the delivery of this PSA.

AIM

To ensure the security and defence of the United Kingdom and the Overseas Territories, including against terrorism, and to support the Government's foreign policy objectives, particularly in promoting international peace and security.

OBJECTIVES AND PERFORMANCE TARGETS

Objective I: provide and direct Armed Forces able to undertake successfully a major operation on a similar scale and duration to the Gulf War, or two medium scale operations (of similar size to that in Kosovo), one involving warfighting, and sustain them simultaneously for up to six months, whilst meeting long standing commitments and being able to rebuild a bigger force should a major threat to Europe re-emerge.

1. *To achieve the above, by 2005 ensure that a minimum of 90% of rapidly available military units are at required states of readiness.*
2. *Recruit, retain and motivate the personnel needed to meet the manning requirement of the Armed Forces, so that by March 2004, the Royal Navy and RAF achieve full manning, and the Army meets 97% of its manning requirement.*
3. *Achieve the objectives established by Ministers for military operations that arise in which the United Kingdom's Armed Forces are involved.*

Objective II: in order to achieve the above, provide an effective defence policy, planning and management infrastructure.

4. *Working with NATO Allies, implement the decisions of the NATO Washington Summit, including the new Strategic Concept and the Defence Capabilities Initiative, and help to adapt NATO to the new strategic environment.*
5. *Work with partners so that the European Union (EU) can, by 2003, deploy forces of up to Corps level (50–60,000 personnel) within 60 days, capable of undertaking the full range of Petersberg tasks (from disaster relief to large scale peace-support operations) in and around Europe.*
6. *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 by a reduction in potential sources of future conflict, where the UK can make a significant contribution. JOINT TARGET WITH DFID AND FCO*

Objective III: provide fighting equipment for the Armed Forces using Smart Procurement principles, so that they maintain the military capability to conduct the operational tasks required of them.

7. *Develop and deliver battle-winning equipment to time, cost and capability requirement targets that will enable the Armed Forces to provide the military capability required of them now and in the future.*

Value for money

8. *Achieve value for money through delivering efficiency savings of 3% a year, benefits of the Smart Procurement Initiative of £750 million over the period 2001–02 to 2003–04, and continuing the drive for the optimum utilisation of the defence asset base, with disposals of over £600 million of assets by March 2004.*

WHO IS RESPONSIBLE FOR DELIVERY?

The Secretary of State for Defence is responsible for delivery of this PSA.

MOD and FCO share responsibility for delivery of target 4 on NATO and target 5 on the European Defence Initiative, whilst MOD, FCO and DFID share responsibility for target 6 on conflict prevention.

AIM

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

OBJECTIVES AND PERFORMANCE TARGETS

Objective I: a secure UK within a more peaceful and stable world.

1. *Where British interests are affected, secure timely, proportionate and effective international action to promote stability, including strengthened European security through a modernised NATO and a European Union (EU) military crisis management capacity operational by the end of 2002.*
2. *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 DFID AND MOD*

Objective II: enhanced competitiveness of Britain's companies through overseas sales and investments; and a continuing high level of quality foreign direct investment.

3. *Deliver a measurable improvement in the business performance of Trade Partners UK customers. JOINT TARGET WITH DTI*
4. *Maintain the UK as the prime location in the EU for foreign direct investment. JOINT TARGET WITH DTI*

Objective III: increased prosperity for the UK through a strengthened international economic order.

5. *Tangible benefits for UK business and the launch of a new broad-based, liberalising Trade Round.*

Objective IV: a strong international community, leading to an improved quality of life worldwide.

6. *Improved quality of life around the world on issues of concern to Britain including the environment, human rights, good governance and crime reduction. For example, we will work to secure the establishment of an International Criminal Court, ratification of the UN Convention against Torture by 70% of UN member states, and reform of leading international organisations so that the UK's objectives are delivered more efficiently and effectively.*

Objective V: pivotal influence worldwide over decisions and actions which affect UK interests; positive foreign perceptions of the UK; authoritative, comprehensive information on foreign issues for UK decision-takers.

7. *Increased UK influence overseas so that the UK's views and interests are taken into account in international decision-making. Measures include a 25% increase in UK share of the international higher education student market by 2005, and an increase in the global audience of the BBC World Service to 153 million by 2002.*

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

8. *A modern, reformed and enlarged EU, in which the UK plays a leading role and whose policies reflect UK political, social and economic priorities and win public support for Europe at home. For example by making the EU ready for enlargement, and reforming its institutions.*

Objective VII: effective consular services to British nationals abroad.

9. *Improved delivery of effective and efficient consular services to British nationals abroad including issuing 95% of passports within five working days, and access in the UK to overseas travel advice 24 hours a day.*

Objective VIII: regulation of entry to, and settlement in, the UK in the interests of social stability and economic growth.

10. *Decisions made within 24 hours on 90% of straightforward non-residence applications and within ten working days on non-residence applications requiring an interview.*

Objective IX: secure and well-governed UK Overseas Territories enjoying sustainable development and growing prosperity.

11. *A new partnership between the UK and the Overseas Territories (OTs) which yields improved standards of governance, human rights, the environment, sustainable development and security. (For example, implementation of the offer of British citizenship to British Dependent Territories' citizens, constitutional modernisation in all OTs and alignment of financial legislation in Caribbean OTs and Bermuda with specific international standards set out in the White Paper on the Overseas Territories).*

Value for money

12. *Improved value for money in delivering our targets by implementing the Government's modernisation and civil service reform programmes. The FCO will achieve a 3% efficiency saving, including through installation of new IT which will generate an 11% (nominal) return on the investment.*

HOW WILL THESE TARGETS BE MEASURED?

Because of the special difficulties inherent in setting and measuring targets for international negotiations and objectives, the FCO has agreed a sophisticated system for monitoring progress. The PSA is supported by a Service Delivery Agreement (SDA) – to be published later in the year – which set out in more detail the outputs and outcomes the FCO will aim to produce in pursuit of its Objectives, as well as defining efficiency measures for its operation. Both PSA and SDA are underpinned by 'scorecards' which list specific measurable outcomes which the FCO is seeking to deliver. An unclassified version of these scorecards can be viewed with this PSA on the FCO website at www.fco.gov.uk (some elements will have to remain confidential so as not to reveal Britain's position, for example in international negotiations). We will publish a detailed Technical Note explaining more about their contents later in the year.

WHO IS RESPONSIBLE FOR DELIVERY?

The Secretary of State for Foreign and Commonwealth Affairs is responsible for delivery of this PSA. FCO and DTI have common targets for the work of British Trade International including Trade Partners UK (targets 3 & 4). The FCO and the Home Office are jointly responsible for the Joint Entry Clearance Unit (target 10).

AIM

The elimination of poverty in poorer countries.

OBJECTIVES AND PERFORMANCE TARGETS

Objective I: to reduce poverty through the provision of more focused and coordinated development assistance by the international community to low and middle income countries.

1. *An increased focus by DFID on poor countries, particularly those with effective governments pursuing high growth and pro-poor economic and social policies, as demonstrated by:*
 - *an increase in the percentage of DFID's bilateral programme going to poor countries, particularly those with favourable policy environments;*
 - *an increase in the percentage of EC development assistance going to poor countries; and*
 - *adoption and implementation of effective Poverty Reduction Strategies by 2004 in all countries accessing International Development Agency (IDA) high impact or adjustment lending.*

Objective II: to promote sustainable development through coordinated UK and international action.

2. *Promote the integration of developing countries into the global economy through coordinated UK and international action, including by:*
 - *relief of unsustainable debt by 2004 for all heavily-indebted poor countries (HIPC) committed to poverty reduction, building on the internationally agreed target that three quarters of eligible HIPCs reach decision point by the end of 2000. (JOINT TARGET WITH HM TREASURY); and*
 - *gaining international agreement on the integration of social, economic and environmental aspects of sustainable development into poverty reduction programmes.*
3. *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*

Objective III: improved education outcomes in key countries receiving DFID education support.

4. *Improved education systems in the top ten recipients of DFID education support demonstrated by:*
 - *an average increase in primary school enrolment from a baseline established in 2000 of 75% to 81% on the basis of data available in 2004; and*
 - *improvements in gender equality in education, particularly primary education.*

Objective IV: improvements in health outcomes in key countries receiving DFID health care assistance.

5. *Improvements in child, maternal and reproductive health in the top ten recipients of DFID health care assistance demonstrated by:*

- *a decrease in the average under-5 mortality rate from 132 per 1,000 live births in 1997 to 103 on the basis of data available in 2004;*
- *an increase in the proportion of births assisted by skilled attendants from a baseline established in 2000 of 43% to 50% on the basis of data available in 2004; and*
- *improved access to reproductive health care.*

Value for Money

6. *Improved value for money and effectiveness of projects in DFID's bilateral programme, as demonstrated by a year on year improvement in the index of their evaluated success.*

INTERNATIONAL DEVELOPMENT TARGETS

The Government has adopted the International Development Targets (IDTs) as its long term strategic objectives. These provide milestones against which progress towards the elimination of poverty can be measured. DFID's PSA objectives and targets measure its own contribution towards these international goals.

The IDTs are:

- halving the proportion of people living in extreme poverty by 2015;
- universal primary education in all countries by 2015;
- demonstrated progress towards gender equality and the empowerment of women by eliminating gender disparity in primary and secondary education;
- reducing by two-thirds the mortality rates for infants and children under 5 and a reduction by three-quarters in maternal mortality, all by 2015;
- access through the primary healthcare system to reproductive health services for all individuals of appropriate ages as soon as possible and no later than 2015; and
- implementation of national strategies for sustainable development in all countries by 2005, so as to ensure that current trends in the loss of environmental resources are effectively reversed at both global and national levels by 2015.

Progress against these objectives will also depend, among other things, on improvements in democratic accountability, protection of human rights and the rule of law.

WHO IS RESPONSIBLE FOR DELIVERY?

The Secretary of State for International Development is responsible for the delivery of this PSA. Target 3 on conflict prevention arises out of the Conflict Prevention cross-departmental review. The Secretary of State for International Development is, with the Foreign Secretary and Secretary of State for Defence, jointly responsible for the delivery of target 3, and with the Chancellor of the Exchequer, jointly responsible for the delivery of the debt relief element of target 2.

AIM

To increase competitiveness and scientific excellence in order to generate higher levels of sustainable growth and productivity in a modern economy.

OBJECTIVES AND PERFORMANCE TARGETS

1. *Improve UK competitiveness by narrowing the productivity gap with the US, France, Germany and Japan over the economic cycle. JOINT TARGET WITH HM TREASURY*

Objective I: to promote enterprise, innovation and increased productivity.

2. *Help build an enterprise society in which small firms of all kinds thrive and achieve their potential, with an increase in the number of people considering going into business, an improvement in the overall productivity of small firms, and more enterprise in disadvantaged communities.*
3. *Make and keep the UK the best place in the world to trade electronically, as measured by the cost of Internet access and the extent of business to business and business to consumer transactions carried out over e-commerce networks.*
4. *Improve the economic performance of all regions measured by the trend in growth of each region's GDP per capita. JOINT TARGET WITH DETR*

Objective II: to make the most of the UK's science, engineering and technology.

5. *Improve the overall international ranking of the UK's science and engineering base, as measured by international measures of quality, cost-effectiveness and relevance.*
6. *Increase the level of exploitation of technological knowledge derived from the science and engineering base, as demonstrated by a significant rise in the proportion of innovating businesses citing such sources.*

Objective III: to develop strong, competitive markets within a regulatory framework which promotes fairness and sustainability.

7. *Have the most effective competition regime in the OECD, as measured by peer review, and achieve a fairer deal for consumers, as measured by the level of consumer knowledge and understanding of rights and sources of information.*
8. *Ensure competitive gas and electricity prices in the lower half of the EU/G7 basket, while achieving security of supply and social and environmental objectives.*
9. *Improve the environment and the sustainable use of natural resources, including by reducing greenhouse gas emissions by 12.5% from 1990 levels and moving towards a 20% reduction in CO₂ emissions by 2010. JOINT TARGET WITH DETR*

Objective IV: enhanced competitiveness of Britain's companies through overseas sales and investments; and a continuing high level of quality foreign direct investment.

10. *Deliver a measurable improvement in the business performance of Trade Partners UK customers. JOINT TARGET WITH FCO*



11. 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 set of indicators.

WHO IS RESPONSIBLE FOR DELIVERY?

The Secretary of State for Trade and Industry is responsible for the delivery of this PSA. Targets 10 and 11 cover the work of British Trade International including Trade Partners UK. The Secretary of State for Trade and Industry is, with the Foreign Secretary, jointly responsible for their delivery.

AIM

MAFF's aim is:

- good quality food which meets consumers' requirements;
- modern sustainable, competitive farming and fisheries businesses; and
- protection of the rural and marine environment and a thriving rural economy.

OBJECTIVES AND PERFORMANCE TARGETS

Objective I: to protect public health in relation to farm produce and to animal diseases transmissible to humans.

1. *Reduce the annual incidence of Bovine Spongiform Encephalopathy (BSE) to less than 650 cases by 2001 and by 2004 be on track for fewer than 30 cases by 2006, a 99% reduction compared with 1997 when there were 4,312 cases.*

Objective II: to sustain and enhance the rural and marine environments and public enjoyment of the amenities they provide and to promote forestry.

2. *Care for our living heritage and preserve natural diversity by reversing the long term decline in the number of farmland birds by 2020, as measured annually against underlying trends.*

Objective III: to secure a more economically rational Common Agricultural Policy (CAP) which gives a better deal to consumers and taxpayers and pays due regard to the needs of the environment.

3. *Secure agreement by March 2004 to reforms which reduce the cost of the CAP to consumers and taxpayers.*

Objective IV: to encourage the development of modern, efficient agriculture, fisheries and food industries which are internationally competitive and responsive to consumers' requirements.

4. *Achieve the agriculture strategy, the modernisation of agriculture, and an increase in the competitiveness and consumer focus of the food chain as measured by the real food price index and sustainable competitiveness indicators to be developed by March 2001.*

Objective V: to promote strong and sustainable rural and coastal communities through broadening economic opportunity and enhancing social development.

5. *Deliver the environmental and economic benefits envisaged in the England Rural Development Plan by 2004 including an increase in the area farmed organically and development of the rural economy under the new Rural Enterprise Scheme. (also contributes to **Objective II**)*

Objective VI: to administer payments under the CAP fairly and in accordance with European Union (EU) requirements.

6. *Achieve a reduction of 10% in the unit cost of administering CAP payments by March 2004, and 95% electronic service delivery capability for such payments by March 2004 (this is also the **value for money** target)*

Objective VII: to conserve fish stocks for future generations and secure a sustainable future for the sea fishing industry.

7. *Reduce UK fishing effort in those sectors of the fleet with most overcapacity to 20% below the 1997 level by end-2001. A further target reduction for 2004 will be set following EU negotiations in 2001.*

Objective VIII: to ensure that farmed animals and fish are protected by high welfare standards and do not suffer unnecessary pain or distress.

8. *Reduce the time taken to clear up cases of poor welfare in farmed animals by 5% by March 2004.*

Objective IX: to reduce risks to people and the developed and natural environment from flooding and coastal erosion.

Objective X: to safeguard the continuing availability to the consumer of adequate supplies of wholesome, varied and reasonably priced food and drink.

WHO IS RESPONSIBLE FOR DELIVERY?

The Minister of Agriculture, Fisheries and Food is responsible for the delivery of this PSA.

Targets 2 and 5 contribute to the Government's rural and countryside objectives. The Minister shares responsibility for the delivery of these objectives with the Secretary of State for the Environment, Transport, and the Regions.

AIM

To improve the quality of life for all through cultural and sporting activities, and to champion the creative and leisure industries.

OBJECTIVES AND PERFORMANCE TARGETS

Objective I: sustain and develop quality innovation and good design; create an efficient and competitive market, including by removing unnecessary regulation and other obstacles to growth so as to develop the tourism and creative industries; and promote Britain's success in the fields of culture, media and sport at home and abroad.

Objective II: broaden access for all to a rich and varied cultural and sporting life and to our distinctive built environment; and encourage conservation of the best of the past.

Objective III: develop the educational potential of the nation's cultural and sporting resources; raise standards of cultural education and training; and ensure an adequate skills supply for the creative industries and tourism.

Objective IV: ensure that everyone has the opportunity to develop talent and to achieve excellence in the areas of culture, media and sport.

Objective V: maintain public support for the National Lottery and ensure that the money raised for good causes supports DCMS's and other national priorities.

Objective VI: promote the role of the Department's sectors in urban and rural regeneration, in pursuing sustainability and in combatting social exclusion.

1. *Ensure all public libraries have Internet access by the end of 2002.*
2. *Introduce at least 12 Creative Partnerships by March 2004, targeted on deprived areas, ensuring that every school child in the Partnership area has access to an innovative programme of cultural and creative opportunities.*
3. *Raise significantly, year on year, the average time spent on sport and physical activity by those aged 5 to 16.*
4. *Increase the numbers of children attending museums and galleries by a third by 2004.*
5. *Increase by 500,000 by 2004 the number of people experiencing the arts.*

Value for money

6. *Conduct a value for money study in the bodies sponsored by the department by April 2002, and significantly improve the average performance by April 2004.*

WHO IS RESPONSIBLE FOR DELIVERY?

The Secretary of State for Culture, Media and Sport is responsible for delivery of this PSA.

AIM

The Department of Social Security will actively contribute to the Government's overall aims of:

- tackling poverty;
- promoting opportunity; and
- modernising Government.

OBJECTIVES AND PERFORMANCE TARGETS

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

1. *Make substantial progress towards eradicating child poverty by reducing the number of children in poverty by at least a quarter by 2004. JOINT TARGET WITH HM TREASURY*
2. *Introduce the reformed Child Support scheme for new cases by April 2002 so that, by April 2003 for such cases:*
 - *the accuracy rate for assessments and reviews is not less than 90%;*
 - *payment arrangements will have been established on average within six weeks; and*
 - *the level of compliance will be at least 75%.*

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

3. *Increase employment over the economic cycle. TARGET CONTRIBUTES TO WELFARE TO WORK PSA.*
4. *Reduce the number of children in households with no one in work over the three years to 2004. TARGET CONTRIBUTES TO WELFARE TO WORK PSA.*
5. *Over the three years to 2004 increase the employment rates of disadvantaged areas and groups, taking account of the economic cycle – people with disabilities, lone parents, ethnic minorities and the over 50s, the 30 local authority districts with the poorest initial labour market position – and reduce the difference between their employment rates and the overall rate. TARGET CONTRIBUTES TO WELFARE TO WORK PSA.*

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

6. *Reform second tier pension provision, working with pension providers and employers, so that by 2004:*
 - *stakeholder pensions have given more people access to good value funded second pensions;*
 - *two million carers and two million disabled people with broken work records have, for the first time, started to build up a second pension; and*
 - *14 million low and moderate earners have started to build up a better second pension than would be possible under SERPS.*

7. *Introduce an improved, integrated modern service for delivering benefits and information to pensioners. This service will by 2004:*

- *reduce the average cost of processing retirement pension claims and maintaining the caseload by 20%;*
- *reduce the average cost of processing Minimum Income Guarantee (MIG) claims and maintaining the caseload by 15%;*
- *ensure that 90% of MIG claims are processed within 13 days once evidence requirements are met; and*
- *reduce by 20% the amount of MIG that is incorrectly paid.*

*(Target also contributes to **Objective IV**.)*

Objective IV: modernising welfare delivery so as to improve the accessibility and accuracy of services.

8. *Make significant progress towards modernising welfare delivery so that:*

- *by 2004, 85% of customers have their benefits paid into their bank account;*
- *by 2004, 60% of the computer systems which support the delivery of pensions and income support have been replaced;*
- *by 2004, to have made available an electronic claims facility, for Income Support, Jobseeker's Allowance and Incapacity Benefit; and*
- *from 2001, to commence the rollout of new IT equipment to all staff dealing with customers so as to improve the services provided.*

9. *Reduce by 50% losses from fraud and error in Income Support and Jobseeker's Allowance by 2006, with a 25% reduction by 2004.*

Value for money

10. *Increase the efficiency of social security administration through:*

- *improving the performance of the Child Support Agency in line with target 2;*
- *improving the efficiency of services to pensioners in line with target 7;*
- *improving the efficiency of services to working age claimants in line with target 8 and through the new working age agency;*
- *reducing error and fraud in line with target 9.*

WHO IS RESPONSIBLE FOR DELIVERY?

The Secretary of State for Social Security is responsible for the delivery of this PSA. The Chancellor of the Exchequer is jointly responsible for delivering target 1. Targets 3–5 arise out of the Welfare to Work and ONE review. The Chancellor of the Exchequer, the Secretary of State for Social Security and the Secretary of State for Education and Employment are jointly responsible for the delivery of target 3. The Secretary of State for Social Security and the Secretary of State for Education and Employment are jointly responsible for the delivery of targets 4 and 5.

AIM

To raise the rate of sustainable growth, and achieve rising prosperity, through creating economic and employment opportunities for all.

OBJECTIVES AND PERFORMANCE TARGETS

1. *By 2004, to raise the trend rate of growth from the current estimate of 2.5%.*

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

2. *RPIX inflation to be kept at 2.5% as specified in the Bank of England's remit.*

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

3. *Over the economic cycle, maintain:*

- *public sector net debt below 40% of GDP; and*
- *the current budget in balance or surplus.*

Objective III: improving the quality and cost effectiveness of public services.

4. *Achieve an improvement in value for money in public services year by year.*

Objective IV: increasing the productivity of the economy.

5. *Improve UK competitiveness by narrowing the productivity gap with US, France, Germany, and Japan over the economic cycle. JOINT TARGET WITH DTI*

Objective V: expanding economic and employment opportunities for all.

6. *Increase employment over the economic cycle. TARGET CONTRIBUTES TO WELFARE TO WORK PSA.*

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

7. *Make substantial progress towards eradicating child poverty by reducing the number of children in poverty by at least a quarter by 2004. JOINT TARGET WITH DSS*

Objective VII: achieving a high standard of regularity, propriety and accountability in public finance.

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

Objective IX: promoting 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.

8. *Increase the number of countries participating in the global economy on the basis of a system of internationally agreed and monitored codes and standards.*

9. *Relief of unsustainable debt by 2004 for all heavily-indebted poor countries (HIPC) committed to poverty reduction, building on the internationally agreed target that three quarters of eligible HICPs reach decision point by the end of 2000. JOINT TARGET WITH DFID*

Value for Money

10. *By 2002–03, deliver £1 billion of savings in 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.

Target 6 contributes to the Welfare to Work PSA (Chapter 21) and is supported by further targets in the DfEE and DSS PSAs. The Chancellor of the Exchequer is, with the Secretary of State for Education and Employment and the Secretary of State for Social Security jointly responsible for its delivery.

AIM

To 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: to collect the right revenue at the right time from indirect taxes.

1. *Deliver year on year improvements in the level of compliance of businesses with their obligations.*
2. *Reverse the current trend in tobacco smuggling so that by 2004–05 smuggled cigarettes represent no more than 18% of the market.*

Objective II: to 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 Class A drugs by 25% by 2005 (and by 50% by 2008). TARGET CONTRIBUTING TO ACTION AGAINST ILLEGAL DRUGS PSA*

Objective III: to reduce the costs of international trade and improve the level of compliance with customs and statistical requirements.

4. *Deliver year on year improvements in the level of compliance of businesses engaged in international trade.*

The following targets relate to the full range of the Department's responsibilities:

5. *Ensure by 2005 that 100% of services are offered electronically, wherever possible through a common Government portal, and a take-up rate for these services of at least 50%.*
6. *Deliver year on year reductions in the costs of compliance for businesses.*

Value for Money

7. *Improve value for money by achieving average annual productivity gains of at least 2.5% per year until 31 March 2004, without detriment to accuracy or customer satisfaction.*
8. *Achieve a 6% improvement in customer service on the 1999 baseline by April 2002, as measured by an annual Customer Service Index, with further targets for improvement identified and delivered by April 2004.*

WHO IS RESPONSIBLE FOR DELIVERY?

The Board of HM Customs and Excise is accountable to the Chancellor of the Exchequer. The Paymaster General has day to day responsibility and is responsible for delivering this PSA. The Paymaster General takes lead responsibility for the delivery of target 3, supported by the Home Secretary. This target arises out of the work of the Action Against Illegal Drugs cross-departmental review and forms part of the Government's ten year anti-drugs strategy.

AIM

To 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 1: to collect the right revenue, and give the right entitlements, at the right time.

- 1. Deliver year on year improvements in the number of individuals and businesses who comply with their obligations and receive their entitlements.*
- 2. Deliver year on year reductions in compliance costs that act as a barrier to the establishment and growth of small businesses.*
- 3. Ensure by 2005 that 100% of services are offered electronically, wherever possible through a common Government portal, and a take-up rate for these services of at least 50%.*

Value for money

- 4. Improve value for money by achieving annual productivity gains of at least 2.5% per year until March 2004, without detriment to accuracy or customer satisfaction.*
- 5. Achieve a 2.5 point improvement in customer service by 2004, 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.

AIM

The Cabinet Office's aim is to ensure that the Government delivers its priorities.

OBJECTIVES AND PERFORMANCE TARGETS

Objective I: to work with No 10, Departments and others to secure excellence in policy making; responsive, high quality public services; and information age government.

1. *Ensure that rigorous Regulatory Impact Assessments of proposed regulations are undertaken and, for significant proposals, that the costs are justified by the total economic, social and environmental benefits.*
2. *Ensure key public services have set in place strategies and targets for measuring and responding to users' views.*
3. *Ensure departments meet the Prime Minister's targets for electronic service delivery by government: 25% capability by 2002 and 100% capability by 2005.*

Objective II: to lead and support Civil Service reform so as to secure a more open, diverse, and professional Service in which people innovate, create and learn; work in partnership; take more personal responsibility; and use new technology to deliver high quality results.

4. *Deliver those elements of the published Civil Service Reform Programme which are being led by the Cabinet Office including:*
 - *new pay systems to sharpen team and individual performance; and*
 - *new development and training packages to extend the skills of staff and enhance their leadership potential.*
5. *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.*

Objective III: to deliver efficient and effective service to the Prime Minister, Ministers, Cabinet and Government.

Value for Money

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

WHO IS RESPONSIBLE FOR DELIVERY?

The Minister for the Cabinet Office has overall responsibility for targets 1–3 under Objective I. The Head of the Home Civil Service reports to the Prime Minister as Minister for the Civil Service on Objective II, and as Cabinet Secretary reports to the Prime Minister on Objective III. The Cabinet Secretary is therefore responsible for delivering targets 4 and 5.

AIM

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

OBJECTIVES AND PERFORMANCE TARGETS

Objective I: to sustain the implementation of the Good Friday Agreement, and be ready to respond imaginatively to any difficulties that arise; maintain positive and constructive relations with the devolved Assembly and Executive and the Irish Government; and to contribute effectively to the work of the British Irish Council and the British Irish Intergovernmental Conference.

Objective II: to build and sustain confidence in the police service and police oversight and accountability arrangements in Northern Ireland, taking account of the recommendations of the Independent Commission on Policing for Northern Ireland established under the Good Friday Agreement.

- 1. A progressive narrowing of the gap in confidence in policing and policing arrangements between the two main communities in Northern Ireland, measured annually, while maintaining the high overall level of public service.*
- 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.*

Objective III: taking account of the review of the criminal justice system established under the Good Friday Agreement, to promote and build confidence in and to foster the continued development of a criminal justice system in Northern Ireland which is efficient, effective and responsive.

- 3. Increase overall confidence in the criminal justice system in Northern Ireland throughout all parts of the community, to be measured annually and separately for both main parts of the community by public survey.*

Objective IV: to uphold and maintain the rule of law by developing and adjusting policing, security and public order policies in light of the changing circumstances in Northern Ireland, supported by sufficient counter-terrorist capability and an appropriate legislative framework which takes account both of the need to secure justice and the rights of individuals.

- 4. Progress towards a normal peaceful society, increased respect for law and order and an improvement in public order with significant reductions between 2001 and 2004 in the number of major security incidents, breaches of public order, occasions of serious violence against the person and instances of major criminal damage, to be measured over three year rolling periods.*

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

5. *Reductions in the rates of particular types of crime, and in the rate of increase of overall crime. Relevant areas of crime and quantified targets covering them will be set out in a strategy for tackling crime to be published by March 2001.*

Objective VI: to 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.

6. *Continued protection for the community by ensuring that no high risk prisoner escapes and that the number of prison escapes does not exceed 3 per 1,000 prisoners.*
7. *Reductions in the rate of reoffending in the longer term to be achieved through a strategy, based on a robust measurement system and quantified targets, to be developed by March 2002.*

Value for money

8. *Secure ongoing efficiency savings of 3% in core departmental administration costs for each year of the planning period whilst maintaining levels and quality of service.*
9. *Reduce the difference in cost per prisoner place between Northern Ireland and England and Wales by 17% by March 2004.*

The achievement of the Department's aim and objectives is also dependent on the prevailing political environment in Northern Ireland.

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.

AIM

To 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 flourish and are ready to learn when they get to school, and thereby break the cycle of disadvantage for the current generation of young children.

OBJECTIVES AND PERFORMANCE TARGETS

Objective I: improving social and emotional development.

1. *Reduce the proportion of children aged 0–3 in the 500 Sure Start areas who are re-registered within the space of 12 months on the child protection register by 20 per cent by 2004.*

Objective II: improving health.

2. *Achieve by 2004 in the 500 Sure Start areas, a 10 per cent reduction in mothers who smoke in pregnancy.*

Objective III: improving children's ability to learn.

3. *Achieve by 2004 for children aged 0–3 in the 500 Sure Start areas, a reduction of five percentage points in the number of children with speech and language problems requiring specialist intervention by the age of four.*

Objective IV: strengthening families and communities.

4. *Reduce the number of 0–3 year old children in Sure Start areas living in households where no one is working by 2004.*

WHO IS RESPONSIBLE FOR DELIVERY?

The Ministers responsible for this Public Service Agreement are the Minister of State for Public Health, as the Chair of the Sure Start Steering Group, and the Secretary of State for Education and Employment, as the responsible Cabinet Minister.

AIM

To provide employment opportunity for all, thereby improving life chances, reducing poverty and allowing the economy to grow without running into skills shortages.

OBJECTIVES AND PERFORMANCE TARGETS

Objective I: to increase the effective labour supply by moving as many additional unemployed people and inactive welfare recipients as possible into jobs and active competition for jobs, and hence reduce structural unemployment and inactivity rates amongst those of working age.

1. *Increase employment over the economic cycle.*
2. *A continued reduction in the number of unemployed people over the age of 18 over the three years to 2004, taking account of the economic cycle.*

Objective II: to counter poverty and social exclusion by helping welfare recipients facing the most severe disadvantages to compete effectively for jobs, adjust more quickly to economic change and so raise their incomes and life chances.

3. *Reduce the number of children in households with no one in work over the three years to 2004.*
4. *Over the three years to 2004 increase the employment rates of disadvantaged areas and groups, taking account of the economic cycle – people with disabilities, lone parents, ethnic minorities and the over 50s, the 30 local authority districts with the poorest initial labour market position – and reduce the difference between their employment rates and the overall rate.*

WHO IS RESPONSIBLE FOR DELIVERY?

These targets arise out of the cross-departmental review of Welfare to Work and ONE and are delivered jointly by the Department for Education and Employment, HM Treasury and the Department of Social Security. The Chancellor of the Exchequer, the Secretary of State for Social Security and the Secretary of State for Education and Employment are jointly responsible for the delivery of target 1. The Chancellor of the Exchequer and the Secretary of State for Education and Employment are jointly responsible for the delivery of target 2. The Secretary of State for Social Security and the Secretary of State for Education and Employment are jointly responsible for the delivery of targets 3 and 4.

AIM

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

OBJECTIVES AND PERFORMANCE TARGETS

Objective I: to reduce the level of actual crime and disorder.

1. *Reduce the key recorded crime categories of:*

- *vehicle crime by 30% by 2004;*
- *domestic burglary by 25%, with no local authority area having a rate more than three times the national average, by 2005;*
- *robbery in our principal cities by 14% by 2005.*

Objective II: to reduce the adverse impact of crime and disorder on people's lives.

2. *Ensure by 2004 that the levels of fear of crime in the key categories of violent crime, burglary and car crime, reported in the British Crime Survey (BCS), are lower than the levels reported in the 2001 BCS.*

Objective III: to reduce the economic costs of crime.

3. *Reduce by 2004 the economic cost of crime as measured by an indicator to be developed by March 2001.*

Objective IV: to ensure just processes and just and effective outcomes.

4. *Reduce the rate of reconvictions:*

- *of all offenders punished by imprisonment or by community supervision by 5% by 2004 compared to the predicted rate; and*
- *of all young offenders by 5% by 2004 compared to the predicted rate.*

Objective V: to deal with cases throughout the criminal justice process with appropriate speed.

5. *Reduce by 2004 the time from arrest to sentence or other disposal by:*

- *reducing the time from charge to disposal for all defendants, with a target to be specified by March 2001;*
- *dealing with 80% of youth court cases within their time targets; and*
- *halving from 142 to 71 days by 2002 the time taken from arrest to sentence for persistent young offenders and maintaining that level thereafter.*

Objective VI: to meet the needs of victims, witnesses and jurors within the system.

6. *Improve by 5 percentage points the satisfaction level of victims and witnesses with their treatment in the CJS by 2002 and thereafter at least maintain that level of performance.*

Objective VII: to respect the rights of defendants and to treat them fairly.

7. *Improve the standard by which the CJS meets the rights of defendants, by achieving by 2004 100% of targets in a basket of measures as defined in the CJS Business Plan.*

Objective VIII: to promote confidence in the criminal justice system.

8. *Improve the level of public confidence in the CJS by 2004, including that of ethnic minority communities.*
9. *Increase the number and proportion of recorded crimes for which an offender is brought to justice.*

Value for money

The CJS Departments will define and publish a value for money target for the criminal justice system by March 2001.

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. There are separate PSAs for the Home Office, Lord Chancellor's Department, Law Officers' Departments (covering the Crown Prosecution Service) which are the component parts of the CJS and for which, respectively the Home Secretary, Lord Chancellor and Attorney General are individually responsible.

AIM

To create a healthy and confident society, increasingly free from the harm caused by the misuse of drugs.

OBJECTIVES AND PERFORMANCE TARGETS

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

1. *Reduce the proportion of people under the age of 25 reporting the use of Class A drugs by 25% by 2005 (and by 50% by 2008).*

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

2. *Reduce the levels of repeat offending amongst drug abusing offenders by 25% by 2005 (and by 50% by 2008).*

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

3. *Increase the participation of problem drug abusers in drug treatment programmes by 55% by 2004 (by 66% by 2005 and by 100% by 2008).*

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

4. *Reduce the availability of Class A drugs by 25% by 2005 (and by 50% by 2008)*

WHO IS RESPONSIBLE FOR DELIVERY?

This PSA covers government activity against illegal drugs, coordinated by the Minister for the Cabinet Office and led by the Secretary of State for Health, the Secretary of State for Education and Employment, the Home Secretary, and the Paymaster General. On behalf of Ministerial colleagues the Home Secretary, supported by the Secretary of State for Health and the Secretary of State for Education and Employment, takes the lead on target 1. The Home Office's prime contribution is through effective management of the Drug Prevention Advisory Service and support for Drug Action Teams. The Home Secretary also has lead responsibility for delivery of target 2. The Secretary of State for Health has lead responsibility for delivery of target 3. The Paymaster General has lead responsibility for delivery of target 4, supported by the Home Secretary. Anti-drugs operations in Scotland, Wales and Northern Ireland are the responsibility of these Devolved Administrations.

The purpose of this Local Government Public Service Agreement is to draw together targets appearing elsewhere in the PSA White Paper, which the Government relies on local authorities and their local partners to deliver.

The PSA is designed to highlight those targets that are critical to the delivery of the Government's key priorities and will feed into local PSAs. Taken together with the Service Delivery Agreements to be published later in the year and Best Value targets, they provide a comprehensive picture of the contribution local government will make to the delivery of local services.

For some PSA targets, including targets which narrow the gap between deprived areas and the rest, local authorities will be working with local lead partners to deliver shared targets. Their inclusion in this list reflects the crucial role that local authorities will play in taking preventative action to tackle the underlying causes of deprivation, poor health and employment prospects and high levels of crime.

EDUCATION AND EMPLOYMENT TARGETS

1. *Increase the percentage of 11 year olds at or above the expected standard of literacy and numeracy for their age: by 2004*
 - *increase the percentage of children who achieve level 4 in each of the Key Stage 2 English and maths tests beyond the targets for 2002 of 80% in English and 75% in maths. This target will be announced in due course;*
 - *reduce to zero the number of Local Education Authorities (LEAs) where fewer than a set percentage of pupils achieve these standards, thus narrowing the attainment gap. This target will also be announced in due course.*
2. *Increase the percentage of 14 year olds at or above the standard of literacy, numeracy, science and Information & Communications Technology (ICT) for their age. Subject to consultation:*
 - *by 2007, 85% to achieve level 5 or above in each of the Key Stage 3 tests in English, maths, and ICT, and 80% in science;*
 - *as milestones towards that target, 80% to achieve level 5 in maths, 75% in English and ICT, and 70% in science by 2004; and*
 - *for 2004, a minimum performance target will be set which will result in higher standards for the bottom 20% of pupils and narrow the attainment gap.*
3. *Increase the percentage of pupils obtaining 5 or more GCSEs at grades A* to C (or equivalent):*
 - *increase the proportion achieving the standard by four percentage points between 2002 and 2004; and*
 - *at least 38% to achieve this standard in every LEA by 2004.*

4. *Increase the percentage of pupils obtaining 5 or more GCSEs at grades A* to G (or equivalent), including English and maths: by 2004 92% of 16 year olds should reach this standard.*
5. *On pupil inclusion:*
 - *reduce school truancies by a further 10% from the level achieved by 2002; and*
 - *ensure that all pupils who are permanently excluded obtain an appropriate full-time education.*
6. *Over the 3 years to 2004 increase the employment rates of disadvantaged areas and groups, taking account of the economic cycle – people with disabilities, lone parents, ethnic minorities and the over 50s, the 30 local authority districts with the poorest initial labour market position – and reduce the difference between their employment rates and the overall rate.*

SOCIAL SERVICES AND HEALTH TARGETS

7. *Provide high quality pre-admission and rehabilitation care to older people to help them live as independently as possible, by reducing preventable hospitalisation and ensuring year on year reductions in delays in moving people over 75 on from hospital. At least 130,000 people are expected to benefit from this care. Progress will be monitored in the Performance Assessment Framework.*
8. *Improve the life chances of children in care by:*
 - *improving the level of education, training and employment outcomes for care leavers aged 19, so that the levels for this group are at least 75% of those achieved by all young people in the same area by March 2004;*
 - *improving the educational attainment of children and young people in care by increasing from 6% in 1998 to 15% in 2004 the proportion of children leaving care aged 16 and over with at least five GCSEs at grade A* to C;*
 - *giving them the care and guidance needed to narrow the gap by 2004 between the proportions of children in care and their peers who are cautioned or convicted; and*
 - *maximising the contribution adoption can make to providing permanent families for children. A specific target will be set in the light of the Prime Minister's review of adoption.*
9. *Reduce the proportion of people under the age of 25 reporting the use of Class A drugs by 25% by 2005 (and by 50% by 2008).*
10. *Reduce the proportion of children aged 0-3 in the 500 Sure Start areas who are re-registered within the space of 12 months on the child protection register by 20% by 2004.*
11. *Narrow the health gap between socio-economic groups and between the most deprived areas and the rest of the country, in childhood and throughout life. Specific national targets will be developed in consultation with external stakeholders and experts and published in 2001 in time to become fully operational by the beginning of 2002–03.*

WASTE, HOUSING, PLANNING AND TRANSPORT TARGETS

12. *Enable 17% of household waste to be recycled or composted by 2004.*

13. *Ensure that all social housing meets set standards of decency by 2010, by reducing the number of households living in social housing that does not meet these standards by a third between 2001 and 2004; with most of the improvements taking place in the most deprived local authority areas as part of a comprehensive regeneration strategy.*
14. *Reduce congestion on the inter-urban trunk road network and in large urban areas in England below current levels by 2010 by promoting integrated transport solutions and investing in public transport and the road network.*
15. *Increase bus use in England (measured by the number of passenger journeys) from 2000 levels by 10% by 2010, while at the same time securing improvements in punctuality and reliability.*
16. *Double light rail use in England (measured by the number of passenger journeys) by 2010 from 2000 levels.*
17. *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.*
18. *60% of new housing should by 2008 be provided on previously developed land and through conversion of existing buildings. Brownfield land will be reclaimed at a rate of over 1,100 hectares per annum by 2004 (reclaiming 5% of current brownfield land by 2004 and 17% by 2010).*

CRIME REDUCTION AND FIRE PREVENTION TARGETS

19. *Reduce the key recorded crime categories of:*
 - *vehicle crime by 30% by 2004;*
 - *domestic burglary by 25%, with no local authority area having a rate more than three times the national average, by 2005; and*
 - *robbery in our principal cities by 14% by 2005.*
20. *Reduce the rate of reconvictions:*
 - *of all offenders punished by imprisonment or by community supervision by 5% by 2004 compared to the predicted rate; and*
 - *of all young offenders by 5% by 2004 compared to the predicted rate.*
21. *Reduce the incidence of accidental fire-related deaths in the home by 20% averaged over the five year period to March 2004 compared with the average recorded in the five year period to March 1999.*

COUNCIL-WIDE TARGETS

22. *Ensure continuous improvement in the economy, efficiency and effectiveness of local services through:*
 - *overall annual improvements in cost effectiveness of 2% or more; and*
 - *ensuring that local government achieves 100% capability in electronic service delivery by 2005.*
23. *Ensure that by December 2002 each council has adopted and put into operation a new constitution which is transparent, accountable and efficient.*

This Spending Review was informed by fifteen cross-departmental reviews of issues that might benefit from a joint approach involving two or more Government departments. Four of these have full Public Service Agreements. These are the reviews of the Sure Start programme for young children (Chapter 20), the Welfare to Work programme (Chapter 21), the Criminal Justice System (Chapter 22), and Action Against Illegal Drugs (Chapter 23). One further review concentrated on local government issues – the review of Local Government Finance – and a PSA collecting together for ease the targets drawn from departmental lists of targets which will depend on local government for delivery appears in Chapter 24.

The remaining ten reviews have contributed to Ministers' decisions on other PSAs, although there was no case for a separate PSA as a management tool for those issues. The boxes below collect these together, show how the reviews have influenced departmental PSAs, and cross-refer to a number of other relevant targets which will support cross-departmental strategies.

Government Intervention in Deprived Areas

Department for Education and Employment (DfEE) target 1: *Increase the percentage of 11 year olds at or above the expected standard of literacy and numeracy for their age: by 2004 reduce to zero the number of Local Education Authorities (LEA) where fewer than a set percentage of pupils achieve these standards, thus narrowing the attainment gap. This target will be announced in due course.*

DfEE target 3: *Increase the percentage of pupils obtaining five or more GCSEs at grades A* to C (or equivalent), with at least 38% to achieve this standard in every LEA by 2004.*

Welfare to Work target 4: *Over the three years to 2004 increase the employment rates of disadvantaged areas and groups, taking account of the economic cycle – people with disabilities, lone parents, ethnic minorities and the over 50s, the 30 local authority districts with the poorest initial labour market position – and reduce the difference between their employment rates and the overall rate.*

Department of Health target 2: *Narrow the health gap between socio-economic groups and between the most deprived areas and the rest of the country, in childhood and throughout life. Specific national targets will be developed in consultation with external stakeholders and experts and published in 2001 in time to become fully operational by the beginning of 2002–03.*

Home Office target 1: *Reduce the key recorded crime categories of:*

- *vehicle crime by 30% by 2004;*
- *domestic burglary by 25%, with no local authority area having a rate more than three times the national average, by 2005; and*
- *robbery in our principal cities by 14% by 2005.*

Department of the Environment, Transport and the Regions target 5: *Ensure that all social housing meets set standards of decency by 2010 by reducing the number of households living in social housing that does not meet these standards by a third between 2001 and 2004; with most of the improvements taking place in the most deprived local authority areas as part of a comprehensive regeneration strategy.*

Sure Start and Services for Under Fives

A separate PSA has been agreed for this cross-departmental review: see Chapter 20.

Young People at Risk

Home Office target 1: Reduce by 2004 the time from arrest to sentence or other disposal by:

- reducing the time from charge to disposal for all defendants, with a target to be specified by 31 March 2001;
- dealing with 80% of youth court cases within their time targets; and
- halving from 142 to 71 days by 2002 the time taken from arrest to sentence for persistent young offenders and maintaining that level thereafter.

Home Office target 10: Reduce the rate of reconvictions of all young offenders by 5% by 2004 compared to the predicted rate.

Department of Health target 7: Improve the life chances of children in care 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 by March 2004;
- improving the educational attainment of children and young people in care by increasing from 6% in 1998 to 15% in 2004 the proportion of children leaving care aged 16 and over with 5 GCSEs at grades A* to C;
- giving them the care and guidance needed to narrow the gap by 2004 between the proportions of children in care and their peers who are cautioned or convicted;
- maximising the contribution adoption can make to providing permanent families for children; a specific target will be set in the light of the Prime Minister's review of adoption services.

DfEE target 2: Increase the percentage of 14 year olds at or above the standard of literacy, numeracy, science and Information & Communications Technology (ICT) for their age. Subject to consultation: for 2004, a minimum performance target will be set which will result in higher standards for the bottom 20% of pupils and narrow the attainment gap.

DfEE target 4: Increase the percentage of pupils obtaining five or more GCSEs at grades A* to G (or equivalent), including English and maths: by 2004 92% of 16 year olds should reach this standard.

Also relevant: Home Office targets 1 and 3, Lord Chancellor's Department target 8, Action Against Illegal Drugs PSA.

Welfare to Work and ONE

A separate PSA has been agreed for this cross-departmental review: see Chapter 21.

The Criminal Justice System

A separate PSA has been agreed for this cross-departmental review: see Chapter 22.

Crime Reduction

Department for Education and Employment (DfEE) target 5: *On pupil inclusion:*

- *reduce school truancies by a further 10% from the level achieved by 2002; and*
- *ensure that all pupils who are permanently excluded obtain an appropriate full-time education.*

Department of Health target 7: *Improve the life chances of children in care by giving them the care and guidance needed to narrow the gap by 2004 between the proportions of children in care and their peers who are cautioned or convicted*

Home Office target 1: *Reduce the key recorded crime categories of: vehicle crime by 30% by 2004; domestic burglary by 25%, with no local authority area having a rate more than three times the national average, by 2005; and robbery in our principal cities by 14% by 2005.*

Home Office target 2: *Ensure by 2004 that the levels of fear of crime in the key categories of violent crime, burglary and car crime, reported in the British Crime Survey (BCS), are lower than the levels reported in the 2001 BCS.*

Also relevant: Home Office targets 3 and 4, Criminal Justice System PSA.

Illegal Drugs

A separate PSA has been agreed for this cross-departmental PSA: see Chapter 23.

The Active Community

Home Office target 13: *Make substantial progress by 2004 towards one million more people being actively involved in their communities.*

Care and Support for Older People

No targets appear in departmental PSAs relating to this cross-departmental review.

Rural and Countryside Issues

Ministry of Agriculture, Fisheries and Food (MAFF) target 2: *Care for our living heritage and preserve natural diversity by reversing the long term decline in the number of farmland birds by 2020, as measured annually against underlying trends.*

MAFF target 5: *Deliver the environmental and economic benefits envisaged in the England Rural Development Plan by 2004 including an increase in the area farmed organically and development of the rural economy under the new Rural Enterprise Scheme.*

Department of the Environment, Transport and the Regions (DETR) target 12: *Open up public access to mountain, moor, heath and down and registered common land by the end of 2005.*

DETR target 13: *Bring into favourable condition by 2010 95% of all nationally important wildlife sites, compared to 60% of sites currently estimated to be in such condition.*

Local Government Finance

Chapter 24 draws together targets that appear elsewhere in this White Paper which the Government relies on local authorities and their local partners to deliver.

Science Research

Department of Trade and Industry (DTI) target 5: *Improve the overall international ranking of the UK's science and engineering base, as measured by international measures of quality, cost-effectiveness and relevance*

DTI target 6: *Increase the level of exploitation of technological knowledge derived from the science and engineering base, as demonstrated by a significant rise in the proportion of innovating businesses citing such sources.*

The Knowledge Economy

Cabinet Office target 3: *Ensure departments meet the Prime Minister's targets for electronic service delivery by government: 25% capability by 2002 and 100% capability by 2005.*

Customs & Excise target 5, Inland Revenue target 3: *Ensure by 2005 that 100% of services are offered electronically, wherever possible through a common Government portal, and a take-up rate for these services of at least 50%.*

Department for Education and Employment target 2: *Increase the percentage of 14 year olds at or above the standard of Information & Communications Technology (ICT) for their age.*

Also relevant: Department of Trade and Industry target 3.

Conflict Prevention

Foreign and Commonwealth Office target 2, Ministry of Defence target 6, Department for International Development target 3: *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.*

Nuclear Safety in the Former Soviet Union

No targets appear in departmental PSAs relating to this cross-departmental review.

LIST OF ABBREVIATIONS

BSE	Bovine Spongiform Encephalopathy
BCS	British Crime Survey
CAP	Common Agricultural Policy
CJS	Criminal Justice System
CO ₂	Carbon dioxide
CPS	Crown Prosecution Service
CSR	Comprehensive Spending Review
DCMS	Department for Culture, Media and Sport
DETR	Department of the Environment, Transport and the Regions
DfEE	Department for Education and Employment
DFID	Department for International Development
DH	Department of Health
DPAS	Drugs Prevention Advisory Service
DSS	Department of Social Security
DTI	Department of Trade and Industry
EC	European Communities
ERDP	England Rural Development Plan
EU	European Union
FCO	Foreign and Commonwealth Office
FSU	Former Soviet Union
G7	Group of Seven (Canada, France, Germany, Italy, Japan, UK, USA)
GCSE	General Certificate of Secondary Education
GDP	Gross Domestic Product
GIDA	Government Intervention in Deprived Areas
GNVQ	General National Vocational Qualification
HIPC	Heavily Indebted Poor Countries
HMT	Her Majesty's Treasury
ICT	Information and Communication Technology
IDT	International Development Target
JSA	Jobseeker's Allowance
LA	Local Authority
LEA	Local Education Authority
LGA	Local Government Association
MAFF	Ministry of Agriculture, Fisheries and Food
MIG	Minimum Income Guarantee
MOD	Ministry of Defence
NATO	North Atlantic Treaty Organisation
NDPBs	Non-Departmental Public Bodies
NGOs	Non-Governmental Organisations
NHS	National Health Service
NIO	Northern Ireland Office
NVQ	National Vocational Qualification

OECD	Organisation for Economic Cooperation and Development
ONE	The Government's integrated work-focused service providing benefit and employment advice for people of working age
OTs	Overseas Territories
PSA	Public Service Agreement
R&D	Research and Development
RDA	Regional Development Association
RPIX	Retail Price Index excluding Mortgage Interest Payments
SCS	Senior Civil Service
SDA	Service Delivery Agreement
SDR	Strategic Defence Review
SERPS	State Earnings Related Pension Scheme
SMEs	Small and Medium-Sized Enterprises
UK	United Kingdom
UN	United Nations
US(A)	United States (of America)