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14 March 1984

CRIMINAL JUSTICE STRATEGY - PAPER BY THE POLICY UNIT

I am most grateful for your letter of 13 February and for sending me the note prepared by the Policy Unit. I think this is a very good and fair analysis and I welcome both its general approach and its suggestions for ways in which we might make further progress. Some of the Policy Unit's suggestions are in line with what we are already doing or a logical extension of it, and others break interesting new ground. This letter gives some immediate reactions based on the work we already have in hand; during the next two or three months I shall be conducting one of the periodic reviews of the strategy for dealing with crime which I first announced at Blackpool and I should like to give further thought to the paper and to carry forward its ideas in that context.

I. REASSESSMENT

2. I agree entirely with what the paper says under this heading. The work we already have in hand includes

- (i) The report on tougher regimes in detention centres which will come to me in April. The first indications are that the new regimes are not significantly more effective than the old in terms of preventing recidivism, but there are some useful lessons about the way in which detention centres are managed.
- (ii) The research which has so far been done into police effectiveness has to be treated with some caution. But the conclusion is broadly that further increases in police manpower indiscriminately deployed are unlikely to affect the general level of crime. Methods such as more directed patrolling (which we have been encouraging for some time) and newer developments such as "neighbourhood watch", "targetting surveillance" and crime prevention have greater promise. The Commissioner has been pursuing these methods vigorously in London and is getting some good results.

(iii) Receptions into prison establishments and sentencing practice are monitored through the prison and criminal statistics. For example, a special analysis has just been made of receptions of young offenders sentenced to youth custody or detention centre training since the new sentencing provisions came into force under the Criminal Justice Act 1982: it shows that the earlier fears about a steep increase in the general level of custodial sentences have not been realised. More aspects of the operation of the Act will be assessed as more information becomes available.

I do not expect this work to call for any major or immediate changes.

3. I do not think we can realistically - at any rate at present - look to research or statistical evidence to provide a basis for changes in sentencing practice designed to reduce the levels of crime or recidivism - the evidence available does not suggest that one type of sentence or disposal can be regarded as more successful than any other. But we shall continue with further measurement and evaluation and will be ready to make adjustments if experience shows that they are needed.

II. NEW SOLUTIONS

4. Our regular monitoring of court practice naturally covers the use of disposals such as probation and community service. My main concern here has been to ensure that these orders are efficiently and effectively administered so that the courts have confidence in them. We have been working on a redefinition of objectives and priorities of the probation service with this as one of our main objectives. I will soon be ready to issue a statement of those objectives and priorities and the Home Office will then engage the courts and others in a discussion of their implications. I have deliberately avoided saying that the Government wants to see a significant increase in the use of these orders simply for the sake of reducing pressure on the prison system. That would be politically and penologically counter-productive. The consultation paper on day and week-end imprisonment which I shall be publishing in the Spring will also bear on this issue.

5. I am reviewing our position on the treatment of victims in the criminal justice system. One aspect of this is the financial support which they receive from central Government. The Criminal Injuries Compensation Scheme is expensive, and its aid is not always directed towards the most deserving cases. There are

other useful and perhaps more cost effective ways of making material help available to those victims who most need it. Another is the scope for schemes of compensation or reparation from the offender to the victim, either directly through a compensation order or by performing some specific task, or indirectly through community service. We need more information on which to evaluate what is being done or might be done in the future, and research is in hand to provide it. If legislation is needed - and we must at least put the Criminal Injuries Compensation Scheme on a statutory footing - the Criminal Justice Bill I have in mind for 1985/86 will again provide an opportunity. I believe there is great potential here, but we must recognise that there may be difficulties over costs and priorities.

6. The right of reference to the Court of Appeal in respect of over-lenient sentences - which we shall be including in next session's Bill on the prosecution system - should also help in cases where the sentence imposed is thought to be inadequate in relation to the harm which the victim has suffered.

7. I am not clear how we might attempt to influence the reporting of particular crimes. Nor am I entirely clear what the Policy Unit have in mind. I should welcome any specific suggestions.

III. VALUE FOR MONEY

8. I have made very clear my determination to ensure that the substantial extra resources which we have made available to the criminal justice system should be used to best effect. As the paper acknowledges, a good deal of work has been put in hand: it involves a very substantial change in Home Office style and in the Department's relations with the various services. I agree with what the paper says should be the future direction of this work, including the need for better information at all levels and for proper evaluation of initiatives.

THE POLICE

9. Much of our work with the police has been directed towards enhancing the role of HM Inspectors of Constabulary, whose influence is crucial to the improvement of efficiency in forces. We are developing a financial information system to help HMIs make more informed judgments about, and stimulate greater attention by Chief Constables to, the effectiveness and efficiency with which resources are used. We shall be trying it out in some areas this year.

10. We are also about to recruit on secondment to the Inspectorate a financial adviser with experience of police finance at local level. At force level, each Chief Constable has been asked to provide the Inspectorate with a statement of his force's objectives and priorities for the coming year, as part of the preliminary information for the annual inspection. One result is that there is a growing shift in resources away from traffic departments to operations against more serious types of crimes. We are also encouraging Chief Constables to review their needs for management information, and we are considering the practical advice which the Home Office could offer on that.

11. As for the Metropolitan Police, the Commissioner's recent report to me set out in detail the progress made in obtaining better value for resources, but went on to identify the need for better management information for planning purposes and to enlist public support. I have discussed the Commissioner's proposals with him, and he has made better value for resources one of his major goals for next year, with detailed action plans to support it.

12. Formal evaluation is an area which has received all too little attention in the police service until recently. This is something which we all recognise has to change. There is now a growing awareness - in forces as well as in the Home Office - of its importance as an aid to effective and efficient management. The Forensic Science Service, for example, is reviewing which aspects of its work are of greatest potential value in the investigation of crime and our Scientific Research and Development Branch has a programme of evaluation of computer systems. I rely primarily on the extensive professional knowledge and experience of HM Inspectors for an assessment of what is happening on the ground. To help them in this we are examining, with the help of a consultant, the scope for using performance indicators. We are developing the work of our Statistical Department in this area, for example in analysing comparisons between different police forces and trends in the practice of particular forces. I have asked the Research and Planning Unit to follow up their report on police effectiveness with a programme of independent research on operational policing strategies.

13. The paper specifically mentions the contribution to improved efficiency which is made by the use of civilian staff and by new technology. I entirely agree.

14. We are already encouraging forces to use civilian staff to the fullest extent, so that police officers are available for the operational duties for which they are trained. In a recent circular on police effectiveness, I made it quite clear that I shall not be prepared to approve increases in force establishments if police officers are occupying posts which could properly and more economically be filled by civilians.

5.

15. New technology is already widely used in forces for administrative purposes, and is increasingly being used to improve operational effectiveness and efficiency. A number of new projects are being pursued this year in provincial forces and in the Metropolitan Police District, and the Home Office's Scientific Research and Development Branch has a wide-ranging programme of research designed to identify and promote further improvements. I enclose a separate note which deals with this in more detail (Annex A).

MAGISTRATES' COURTS

16. We are also putting in hand a number of measures to improve the efficiency of the magistrates' courts, which are, of course, locally administered. In the course of this year we shall be sending to magistrates' courts circulars recommending specific action which can be taken to reduce court delays and improve fine enforcement. We are carrying forward discussions with the representative bodies involved in the working of the system on the content of the information that needs to be collected by courts for management purposes and on the machinery for collecting it and supplying it to those concerned. We are exploring ways in which Home Office expertise on computers can be made available by way of technical assistance to the courts. There is much to be done to improve efficiency in this area of the criminal justice system. Progress will not be swift or easy. But it must and will be achieved.

PROBATION SERVICE

17. In relation to the probation service, which is also locally administered, we are developing for our Probation Inspectorate an information system corresponding to that being brought into use by the Inspectorate of Constabulary. This will stimulate local probation services to develop and use their own management information systems in line with the Inspectorate's system; and it will strengthen the hand of the Inspectorate in advising both the Home Office and local services on efficiency and effectiveness in the operation of those services.

PRISONS

18. You have asked separately for an account of the work which is being done on efficiency and the use of manpower in the prison service, and your Private Secretary reminded us of this commitment in his recent letter of 9 March about scrutinies and value for money. I enclose a note which describes the action we are taking

.... (Annex B)

IV. PUBLIC SUPPORT

19. I entirely agree about the importance of increasing public support for the police. It is a prime factor in my strategy for dealing with crime. The Commissioner and many other chief officers have made it one of their main objectives this year. The public must have confidence in the standards of those who enforce the law. We are tackling this by:

- (a) better police consultation with the local community - almost all police authorities have now established consultation arrangements and the Police and Criminal Evidence Bill will make this a statutory requirement;
- (b) more recruitment from ethnic minorities - this has increased more than tenfold in the last decade, and we are now taking special steps to increase it further;
- (c) improved training - we are now implementing the recommendations of two working parties which reported last year and we have recently set up a new training support centre at Brunel University;
- (d) more effective policing methods - more police officers on the beat, with clearer objectives and priorities for their work, supported by more technical and computer help, and measures to enlist public support such as the rapidly growing number of neighbourhood watch schemes throughout the country (over 200 in the Metropolitan Police area alone);
- (e) measures to increase public confidence (e.g. through more independent investigation of complaints against the police as proposed in the Police and Criminal Evidence Bill, which carefully balances powers and safeguards);
- (f) enlisting public help through such measures as local crime prevention panels, of which there are now nearly 200 across the country, not only to combat crime but to reduce the fear of it, with the help of other agencies such as housing, schools and voluntary organisations;
- (g) "Public and Police" will be the theme of an important week-end conference at Ditchley in April in which Douglas Hurd and I will

be taking part with representatives of the police and a wide range of people representing the views of the public.

20. On public support more generally, the 1983 figures of recorded crime will be published this week. As you know, they will show that there has been no increase in the general level of recorded crime in 1983 as compared with 1982, and that there have been reductions in some parts of the country, especially in London. This is good news, for which the police deserve credit and which we can all welcome. I shall certainly do so myself. But we must be careful not to claim direct links between levels of recorded crime and particular Government policies, or even at this stage particular police methods. There were similar "good years" in the 1970s which were followed by "bad years" in 1981 and 1982, and - as you have emphasised yourself - in the longer term the level of recorded crime is affected more by demographic factors and social and family influences than by any action which we can take as a Government.

21. Incidentally, we are in the course of repeating the British Crime Survey, which should give us more valuable information about the level of unrecorded crime (and any change since the Survey in 1982), and also the experiences, views and needs of victims. It should be of considerable help to us in formulating our plans for the second half of the Parliament.

22. I was interested in the Policy Unit's suggestion for bringing in academics. I should certainly like to involve academics more closely in the work of the Home Office. I particularly welcome the initiative which the ESRC are taking in encouraging wider research into crime and the working of the criminal justice system. Most academics are, I think, with us in supporting the increasing emphasis on prevention and victims, and the search for better value for money. I have so far seen their contribution as being made more at the "working" level. If John Redwood or others have particular suggestions to make, perhaps they could let me have them.

23. As I said at the beginning of this letter, I shall be reviewing our strategy on crime over the next two or three months. I shall follow up the ideas in the Policy Unit's paper in that context. I could let you have a further report by the end of June.

L.B

The Rt Hon Margaret Thatcher, M.P.

THE POLICE: NEW TECHNOLOGY

Notable examples of experiments in the further uses of new technology are:

- (a) Automatic Numberplate Reader. The Home Office Scientific Research and Development Branch (SRDB) is developing an automated system for reading the numberplates of vehicles. An infra-red TV camera is used to pick up an image of the vehicle's numberplate. Signals from the camera are passed electronically to extract the vehicle registration mark, recognise it and search the Police National Computer database of stolen vehicles. If a stolen vehicle is detected, an alarm message alerts the police. The total time taken by the system to detect a vehicle is about five seconds.
- (b) Automatic Fingerprint Recognition (AFR) Systems. It is now possible automatically to encode fingerprint collections and fingermarks obtained from scenes of crime and to match the marks and fingerprint collections encoded in this way using computers. One of the three main commercially available AFR systems, the Focus System of Logica Ltd., utilises encoding and searching algorithms devised by the Home Office Scientific Research and Development Branch. The Metropolitan Police have recently taken delivery of an AFR system from Logica. The Home Office is currently considered how AFR might best be made available to the rest of the police service. There are some major problems, however; the cost is expected to be very substantial and there are technical problems to be overcome. Moreover, the impact of such a system on the prison population cannot be overlooked.
- (c) Computer assistance for major investigations. The Home Office is conducting an experiment to determine the computing requirements within an incident room, including both operational and administrative aspects. An experimental system is currently being used by the Essex police but decisions have yet to be taken about how the results of the experiment will be implemented.
- (d) Automated Office. In collaboration with the Department of Trade and Industry and the Home Office, the Leicestershire police are currently conducting a two year experiment in the use of word processor based information technology for administrative tasks.

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- (d) Casework Management. A computerised casework management system is being developed by the Forensic Science Service. If successful it should lead to more efficient management and production of statistics.

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EFFICIENCY IN THE PRISON SERVICE

The May Committee

The Prison Department of the Home Office developed a comprehensive management strategy following the report of the Committee of Inquiry into the Prison Service (the May Committee*), which the Government accepted in 1979. This report contained a number of recommendations bearing on the management of the resources of the Prison Service, and laid down as specific objectives improving the quality and detail of financial information, and making the managers of prison institutions more accountable for the effective use of the resources consumed. That report pointed the management of the Prison Service very much in the direction laid down in 1981 by the White Paper on Efficiency in the Civil Service (Cmd 8293) and the 1983 White Paper on Efficiency and Effectiveness in the Civil Service (Cmd 8616). The Financial Management Initiative had given additional impetus, urgency and direction to these developments. The essence of the strategy is threefold: better management information; better management structures, systems and procedures to apply and monitor the use of that information; and the development of specific targets, quantified where possible, to be achieved.

Manpower Control

2. The control of manpower is central to the Prison Department's efficiency strategy, since manpower represents some 70% of prison costs. The manpower ceiling represents one of the strongest forces acting to force efficiency improvements. On 1 April 1984 the manpower ceiling for the Prison Department will be 26,938 of whom 18,065 will be prison officers. The estimated total authorised staffing level (ASL) for prison officers at the same date is 20,290. The ASL is the number of prison staff which is assessed by the Prison Department manpower control function as needed to man the lists of essential tasks of each prison. In the short run, to the extent that staff in post fall short of the ASL (as they do - on 1 April 1984 the shortfall will be about 2,200), the tasks concerned either get done by officers working overtime, or they do not get done at all. The Prison Service's current reliance on overtime working is accordingly extremely high - currently about 17 hours per week per officers. This is fundamentally unsatisfactory, in a service whose operational soundness is vital to public safety and security. Because overtime is voluntary, management is frequently in the position of having to cajole staff into performing the

* Cmd 7673, October 1979

essential tasks of an essential service. Management is to that extent too dependent on the goodwill of the individual officer (though the Service has proved responsive under sustained pressure) and the Prison Officers' Association can, and on occasion does, use the threat of withdrawing overtime to put very strong pressure, especially on local management, on certain issues. Excessive overtime can also generally open the way to greed and manipulation, and can distort the deployment of staff who may press to be deployed on certain types of duties at the expense of others (court escorts are preferred to supervision of education or workshops, for example). Very high overtime levels also produce a serious fatigue problem, which is not acceptable in a service where vigilance is a basic necessity.

3. In response to this, a strategy has been adopted which relies on bringing Prison Department establishment substantially closer to their authorised staffing levels within a relatively short period while at the same time pursuing efficiency savings as vigorously as possible. This involved recruiting and training 5,500 extra staff between the years 1984/85 and 1987/88. The new staff will be allocated for the first two years primarily to staffing new prisons, and to enable the expected introduction of a new Common Working System* on lines recommended by the May Committee to replace the largely obsolete and inconsistent systems now in use. In the latter two years of the period the plan is to allocate extra staff in substantial numbers directly to the end of securing significant reductions in the amount of overtime worked.

4. The Prison Department management strategy is dependent both on the introduction of additional staff and on realising productivity savings as the more glaring shortages of staff are remedied (of the order of 600-700) throughout the Service by the development and application of new manpower control systems. In the 1983 PES round specific targets were set both to reduce expenditure on overtime in 1986/87 and to secure productivity savings reflected in reduced manning provision against the current assessment of need. A joint Prison Department/Treasury review of Prison Service manpower has been looking at ways of strengthening the methods for assessing manpower needs, and at management's capacity to apply those methods. A first report was issued in mid-1982. As a result, the following steps were taken:

- (i) the staff capacity for controlling and monitoring the use of manpower in the Prison Service has been strengthened.

* This is being negotiated with the Prison Officers' Association following their industrial action over meal break payments in 1980. It does, however, involve moving from a week of 40 net conditioned hours to one of 42 gross hours (37 effective hours once time has been subtracted for meal breaks). This leaves up to 3 further hours to be filled by overtime working unless extra staff are found.

Two Headquarters and four Regional Manpower Teams are now available, to review the needs of prison officers, of individual Prison Department establishments, and to recommend the most effective means of deploying them;

- (ii) the authority of the manpower control staff, particularly at Headquarters level, was strengthened, and steps have been taken to ensure consistency of approach between the manpower teams from Headquarters and those in the four Prison Department regions;
- (iii) a national programme of manpower reviews of prison establishments has been drawn up and is now in progress.

5. Work continues on the development of methods of manpower assessment. The leaders of the Headquarters' teams are now being trained in staff inspection techniques, and are in turn passing their knowledge on to other manpower staff. As well as reviewing the manpower needs of individual establishments, the teams will also review from time to time particular functions as performed by a sample of different establishments (the first such review will, following the lead given by Stage 1 of the Prison Service Resource Control Review, be of reception arrangements in six different prisons).

6. A second report by the review has since been completed. In the main, this is concerned with the detailed implementation of the recommendations of the first report. But in addition the report recommended:

- (i) that the Prison Department should strive as a matter of urgency to reach agreement with the unions concerned over implementation of manpower reports (especially the timetable);
- (ii) that the involvement of manpower teams in the implementation of their reports should be reduced (at present they have to be heavily involved, in contrast to the practice with reports of staff inspectors and this limits the number of reviews they can conduct), and that line management should accept more responsibility for the implementation of manpower reports;

- (iii) that the Prison Department should devote extra staff resources to desk analysis of essential task lists, manpower review matters, and other factors having a bearing on staffing levels;
- (iv) that the Prison Department should investigate urgently the possibility of using a microcomputer in this area.

Action on these is in hand; and the Joint Manpower Review will continue to monitor progress, and will review the position again shortly.

7. A specific area which calls for separate mention is the heavy and continuing commitment to escorting prisoners to and from the courts and to providing for their security there. In co-operation with the Lord Chancellor's Department, a substantial drive has been launched to ensure that resources in this area are used as effectively as possible. These duties are distinguishable from the primary functions of the Prison Service, of containing and caring for prisoners, but the May Committee concluded that there was no real alternative to their continuing to be performed by prison officers. Accordingly a working party composed of representatives of the Home Office and the Lord Chancellor's Department was set up and reported in 1982. It made various recommendations designed to standardise procedures and disseminate best practice in this area, and work on implementing the recommendations is proceeding.

Resource Control Review

8. The May Report, and the Government's wider efficiency strategy, led to a programme of specific initiatives designed to bring about the more efficient and effective use of resources in the Prison Service. It has, in conjunction with the central departments, just completed a multi-stage Resource Control Review as one of these initiatives. That review operated on the basis of close observation of work, and of the quality of supervision, by a team outside the normal line of management. The team was tasked with looking for resource savings in terms of "does the work need to be done at all; if so, does it need to be done this way; and how can the organisation and performance of the work be improved so as to get more or the same quantity or quality of output from the same or fewer resources".

9. The review was in three stages. The first stage dealt with reception and discharge procedures; visits, photographing inmates; searching; and the utilising of space in prison establishments. Where it is not practicable to

summarise simply the report's findings - there are over 220 conclusions and recommendations - the first stage was only incidentally concerned with the use of manpower, and could not cost its recommendations in terms of the number of posts which might be dispensed with if its recommendations were implemented. But the team said that the then existing arrangements for manpower control in England and Wales appeared to them to be ineffective and that new arrangements for manpower control should include numerical comparative methods of assessing staffing levels. Action on this has already been taken (see 7 above).

10. The second stage of the review dealt with the issue and control of inmates' kit; transport; and integral sanitation. The third stage, just completed, examined the prison routine in the evening/at the week-end/on public holidays; and the organisation and work of the detail office (where the allocation of prison officers to particular working shifts is carried out - a key element in utilising manpower resources). Action on the review's recommendations is in hand (and has already been taken in a number of instances) and a small efficiency branch has been set up within the Prison Department to co-ordinate the implementation of the review's work, and the results of other efficiency directed initiatives (very many examples of improvements in efficiency have flowed from this, e.g. the introduction of new personal kit systems for inmates has reduced losses and improved standards at the same time).

Other Measures

11. As part of the Prison Department management strategy, a range of other measures have been taken to secure the more efficient and effective use of resources in the Prison Service:

- (i) a computerised activity costing system has been set up, and has been in operation since April 1983. It is designed to assist Prison Service management at all levels. For prison governors, it has now reached a 95% level of timeliness and accuracy and gives the means to measure the cost of each activity within their establishments, and to identify and question variations over time, in relation to individual cost centres within each prison, for each of which a cost centre manager has been identified. For regional management and Prison Department Headquarters, comparisons of the costs of particular activities between similar establishments are now possible. The next phase is to build on the system and introduce local budgets for each prison (pilot experiments are planned for this year, shadow

budgets for all prisons in 1985/86 and full local budgeting for 1986/87). The costing system also provides an information base from which to develop quantitative performance indicators in specific areas (these have already been introduced in the field of energy use and are under study in the prison security field);

- (ii) improved financial monitoring and control was introduced in 1983/84 in relation to prison officers' overtime;
- (iii) improved financial procedures have been introduced including the wider use of investment appraisal (especially for major prison capital projects);
- (iv) the introduction of key professional staff (including six accountancy posts, with one Regional Accountant in each of the four Prison Service Regional Offices);
- (v) the training of staff (initially prison Governors and Administration Officers but now moving out to senior uniform grades and specialists) in financial management;
- (vi) the development of accountable management, with two comprehensive "accountable regime" experiments at Featherstone prison and Shepton Mallet prison following the successful installation of management by objectives in particular prisons (e.g. Feltham) and functional areas (e.g. Farms and Gardens);
- (vii) the introduction of a system of operational assessment by line management of prison establishments and specific activities within them. This, over time, brings with it the setting of current operational objectives for each establishment in 1984/85, together with a longer term plan for its development;
- (viii) a review just completed (in February 1984) of the management structure of prison establishments. This review addresses fundamental questions relevant to the efficiency

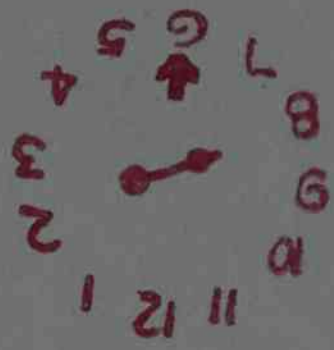
and effectiveness of the Service, and is intended to lead to greater clarification of the roles and responsibilities of different individuals and groups of staff within the highly complex organisation which any sizeable prison comprises;

- (ix) introduction of new technology not only into such areas as communications; payroll, stock control and supply, accounts and financial information, but also into operational inmate records; and in a wide variety of specialist applications (staff detailing and rostering, allocation of high security category prisoners, managing the prison building programme, etc.)

Conclusion

12. The measures described in this paper reflect the importance which the Prison Department attaches to greater efficiency, and crucially to the more effective use of Prison Service manpower. The May Committee found there was scope for improved manpower efficiency, even though there was on balance a very serious staff shortage, which the Government's present plans are designed to meet. The efficiency strategy outlined in this paper relies both on meeting the need to make good staff shortages (and so restoring management control through reducing its reliance on overtime working) and on seeking to deploy existing staff more effectively, so limiting the number of additional staff required to achieve the main objective of providing a prison system capable of holding, controlling and looking after the prison population of the size expected in the 1980s and 1990s safely, and cost-effectively. The elements of the strategy, the annual targets for each part of the Prison Service in carrying it forward, and the monitoring of those targets are reviewed annually through the Home Office APRs (Annual Performance Review system); and the Prison Department is committed to improving the standards of performance in a number of specified ways while holding down or saving costs (e.g. reduced stock holdings for prison industries through better stock control, energy saving through better monitoring devices and the use of performance indicators, more economical pay and rostering functions through the introduction of new technology). But the primary objective remains, as it must, more efficient use of manpower in a necessarily manpower intensive service.

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fcc Mr Redwood

19 March 1984

The Prime Minister was most grateful for the Home Secretary's letter of 14 March, setting out his initial response to the paper prepared by the Policy Unit on Criminal Justice Strategy. She thought that the approach set out by your Secretary of State was quite excellent. She looks forward to receiving a further report at the end of June, which she hopes will comment particularly on improvements in value for money, and on assessing the effectiveness of different kinds of sentencing.

David Barclay

Nigel Pantling Esq
Home Office

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David.

Nicky: Yes ~~please~~ With gratitude.

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3/7

When the Home Sec wrote to the PM on 14 March about the Policy Unit's paper on Criminal Justice Strategy, he said he could send a further report at the end of June. You wrote on 19 March asking for the report.

Nigel Parting has just phoned to say they do not intend to submit a paper ~~on~~ just now. Apparently, the Home Office will be giving their efficiency presentation to the PM fairly soon & they hope to cover most of the points raised in the PU papers, esp. police effectiveness. They will then submit a further report to cover any points still outstanding. OK to let this BF drop?

Nicky 3/7.