

JS12RI18

PRIME MINISTER

VALUE FOR MONEY SEMINAR: TUESDAY 17 JUNE 1986

This meeting with Douglas Hurd is a second opportunity to review value for money work in the Home Office. The last meeting was with Leon Brittan in July 1984. Douglas Hurd is planning to discuss the targets he is using this year to improve the effectiveness of departmental management. The main issues will be:

- measuring the effectiveness of police use of resources
- improving the management of the Prisons Service
- expenditure targets for the fire service
- management of Magistrates Courts and the Probation Service.

In my view the Home Office has come a long way in the last two years. They are now concentrating systematically on getting higher value from their largest categories of expenditure. They have had difficult political issues to cope with but Brian Cubbon in particular has done a great deal to develop and strengthen better management on very unfriendly territory. There is of course still a long way to go and in the Home Office there is always the risk of short-term difficulties damaging longer term achievements. Some praise and encouragement from you would be valuable.

#### Handling

Douglas Hurd will make a presentation displaying their achievements last year and their targets this. I suggest that questions and discussion should be taken on each item in turn rather than being left to the end.

#### Points to raise

Police: The effective use of police resources remains a key question.

- How will the targets show that increases in police resources are being used effectively?

Encouragingly the Metropolitan Police are developing a scrutiny programme. But

- How will the Home Office ensure the Met operates it with the necessary rigour and objectivity?

Prime Minister. (2)

You might like to look through these papers, for Tuesday's meeting, over the weekend. The minute from the Home Security, although not directly covered with VFM, seems likely to be relevant to come up. MEM 13/6

cc/BGA  
cc/b/JP



Prisons: Despite the considerable political difficulties, the Home Office is showing signs of being commendably firm in tackling basic problems. A recent scrutiny on court escorts and an internal review on shift systems have provided important recommendations which they should be encouraged to act on. This will entail standing firm on some difficult industrial relations issues.

Key questions are:

- What underlying changes in management and working practices are the Home Office trying to bring about?
- How far along the road are they?
- How will they cope with the inevitable industrial relations problems?

Magistrates Courts: The new Crown Prosecution Service becomes fully operational in October this year. So far the benefits in the courts are few and far between.

- How does the Home Office know whether Magistrates Courts are operating effectively?
- How will they measure the effectiveness of the Crown Prosecution Service?
- Is there a case for a scrutiny of the organisation and effectiveness of Magistrates Courts?

Probation: The Home Office are proposing a scrutiny of the Probation Inspectorate. This could be an important lead-in to improving the value they get from their Inspectorates generally. Nevertheless it should not be allowed to distract attention from significant areas.

Scrutinies: The Home Office are beginning to realise the potential from the use of scrutinies. They need firm encouragement to continue. They must make sure they set up scrutinies in the police and particularly in the Met which are really radical and questioning - police effectiveness can only gain from good scrutinies. It will be extremely helpful if you emphasise the need to prevent the Met from letting scrutinies degenerate into cosy internal enquiries.

I am sending copies to Robert Armstrong and Peter Middleton.

ROBIN IBBS  
13 June 1986



## ANNEX A

## HOME OFFICE

Expenditure Programmes

	1986/87	1984/85	
	<u>£m</u>	<u>£m</u>	
Police	3,050	2,831	+ 8%
Prisons	700	601	+16%
Fire	650	646	+ 1%
Probation	200	177	+13%
Immigration/Passport	76	66	+15%

Staff Numbers

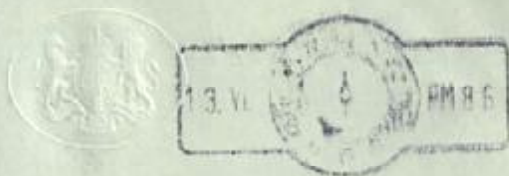
		<u>1986/87</u>	<u>1984/85</u>	<u>% change</u>
HO Prison Department		28,600	27,300	+ 5%
HO Police Department	2,700			
Immigration/Passport	4,000			
Fire Division	400			
Criminal Justice Division	160			
Community Programmes	40			
Central/MISC	2,220	9,600	9,360	+ 2%
Police officers		121,661	120,548	+ 1%
civilians		45,326	43,693	+ 4%
Probation		6,950	6,689	+ 4%

Running Costs

	<u>1986/87</u>	<u>1987/88</u>	<u>1988/89</u>
HO estimated running costs	723m	751m	779m

Scrutinies

1985/86	Court Escorts
1986/87 plan	Probation Inspectorate Metropolitan Police Overtime A Police Force subject to be chosen



COOPERATION