

Ministry of Justice  
2011 Business Plan revisions

2011 SRP	2011 text	2011 start date	2011 end date	2012 status	2012 SRP	2012 text (if changed)	2012 start date (if changed)	2012 end date (if changed)	Explanation (for text/date changes or actions removed from Plan)
1	Introduce a rehabilitation revolution			Structural Reform Plan	1				
1.1	Develop an overall strategy for the 'rehabilitation revolution' for adults and youths, including paying local private and voluntary organisations by results			Structural Reform Plan	1.1	Develop and implement an overall strategy for the 'rehabilitation revolution' for adults, including paying local private and voluntary organisations by results			Amended to reflect latest policy position.
1.1i	Develop options and a strategy for reducing reoffending and improving rehabilitation	Completed		Annex C) completed structural reform actions					
1.1ii	Consult through the Green Paper on rehabilitation and sentencing reform	Completed		Annex C) completed structural reform actions					
1.1iii	Analyse consultation responses and develop detailed policy proposals	Started	Nov 2011	Annex C) completed structural reform actions					
1.2	Introduce payment by results schemes, working with local, voluntary and private sector organisations that specialise in the rehabilitation of offenders			Removed from Business Plan					Combined with action 1.1 in 2012 Structural Reform Plan.
1.2i	Run a payment by results pilot in Peterborough	Started	Aug 2016	Structural Reform Plan	1.1iv	Run payment by results pilots for offenders released from Peterborough and Doncaster prisons		Sep 2016	Amended to reflect latest policy position.
1.2ii	Prepare initial 'lessons learned' assessment of Peterborough pilot to inform the development of future pilots	Started	May 2011	Annex C) completed structural reform actions					

1.2iii	Design and run at least six payment by results pilots, working with private and voluntary organisations to refine proposals	Started	Nov 2014	Structural Reform Plan	1.1iii	Implement at least six payment by results pilots, working with the market to refine proposals			Wording has been revised for clarity.
1.2iv	Run two local financial incentive pilots (Greater Manchester and five London Boroughs)	Jul 2011	Jul 2013	Structural Reform Plan	1.1viii	Run local justice reinvestment pilots in Greater Manchester and five London boroughs			
1.2v	Design two large scale projects for offenders managed on community sentences and those released on licence	Started	Aug 2011	Annex C) completed structural reform actions					
1.2vi	Design two payment by results projects for offenders released from prison, focusing on those offenders who are sentenced to less than 12 months	Started	Aug 2011	Annex C) completed structural reform actions					
1.2vii	First biannual data released on the number of pilot rehabilitation schemes established and the number of participants, subject to commercial confidentiality and Office for National Statistics guidance	Aug 2011	Aug 2011	Annex C) completed structural reform actions					
1.2viii	Prepare an interim evaluation of the rehabilitation pilots and publish payment by results information as data comes in, subject to commercial confidentiality and ONS guidance	Nov 2011	Feb 2013	Structural Reform Plan	1.1v 1.1vi 1.1vii 1.1ix 1.1x 1.1xviii	1.1v. Publish first Doncaster process evaluation 1.1vi. Publish second Doncaster process evaluation 1.1vii. Publish second Peterborough process evaluation 1.1ix. Publish first local justice re-investment process evaluation 1.1x. Publish second local justice re-investment process evaluation 1.1xviii. Publish PbR pilot reoffending results on an annual basis	Nov 2012 Dec 2014 Jan 2015 Apr 2013 Jul 2014 Oct 2014	Nov 2012 Dec 2014 Jan 2015 Apr 2013 Jul 2014 Aug 2018	Amended to provide additional detail.
1.2ix	Interim evaluation of further rehabilitation pilots published	Sep 2014	Sep 2014	Structural Reform Plan	As above				

1.3	Work with the Department of Health to co-design and establish pilots to provide payments, based on outcomes, to providers to help individuals (including offenders) achieve sustained recovery from drug dependency			Structural Reform Plan	1.2	Co-design and establish pilots to provide payments, based on outcomes, to providers to help individuals (including offenders) achieve sustained recovery from drug dependency, working with the Department of Health			Wording has been revised for clarity
1.3i	Support the design and establish up to six pilots, with sufficient scale to provide statistically significant results, working with private and voluntary organisations to pay providers by results to rehabilitate offenders with drugs problems	Started	Sep 2011	Annex C) completed structural reform actions					
1.3ii	Work with the selected pilot sites and the Expert Group to co-design the detail of the payment by results model, including how to measure and verify outcome payments	Started	Oct 2011	Annex C) completed structural reform actions					
1.3iii	Support local areas to implement a local payment by results for drugs recovery scheme, capture best practice and share learning	Started	Apr 2014	Structural Reform Plan	1.2i	Support selected pilot sites in local areas to implement a local payment by results for drugs and alcohol recovery scheme, capture best practice and share learning			Wording has been revised for clarity.
1.3iv	Publish payment by results information as data comes in, subject to commercial confidentiality and ONS guidance	Oct 2011	Apr 2014	Structural Reform Plan	1.2ii	Publish payment by results information, subject to commercial confidentiality and guidance from the UK Statistics Authority			Wording has been revised for clarity.
1.4	Work with the Department of Health to pilot and roll out drugs recovery prison wings				1.3	Roll out ten drugs recovery prison wings, working with Department of Health			Wording has been revised for clarity.
1.4i	Design and launch pilots for drugs recovery prison wings, which link up with other payment by results pilots	Started	Jun 2011	Annex C) completed structural reform actions					
1.4ii	Implement second tranche of drugs recovery wings, including at a women's prison and a young offender institution	Apr 2012	Oct 2013	Structural Reform Plan	1.3i				

1.4iii	Working with the Department of Health, evaluate the impact of the initial drugs recovery prison wings	Jul 2012	Jul 2013	Structural Reform Plan	1.3ii	Undertake a scoping and feasibility study to help inform the evaluation planning process for the drugs recovery prison wings, working with the Department of Health	Sep 2012		Amended to reflect latest position of work.
1.5	Support the Department of Health to develop and pilot alternative forms of treatment based accommodation for drugs and mentally ill offenders			Structural Reform Plan	1.5				
1.5i	Explore initial proposals for treating mentally ill and drugs offenders in the community, including treatment based accommodation as an alternative to custody	Completed		Annex C) completed structural reform actions					
1.5ii	Consult through the Green Paper on rehabilitation and sentencing reform	Completed		Annex C) completed structural reform actions					
1.5iii	Analyse Green Paper consultation responses to inform development of proposals for treatment based accommodation (for both mentally ill and drugs offenders)	Started	May 2011	Annex C) completed structural reform actions					
1.5iv	Carry out research to develop evidence on alternative forms of treatment-based accommodation	May 2011	Sep 2011	Annex C) completed structural reform actions					
1.5v	Agree alternative forms of treatment based accommodation and test sites	Sep 2011	Oct 2011	Annex C) completed structural reform actions					
1.5vi	Commence piloting of test sites	Oct 2011	Nov 2012	Structural Reform Plan	1.4i			Nov 2013	

1.5vii	Submit proposals to ministers for further roll out of treatment-based accommodation, based on evaluation of the test sites	Dec 2012	Apr 2013	Structural Reform Plan	1.4ii	Submit proposals to ministers for further work on treatment based accommodation, based on evaluation of the test sites	Sep 2014	Dec 2014	Amended to reflect latest position of work.
1.6	Support the Department of Health to roll out liaison and diversion services for mentally ill offenders			Structural Reform Plan	1.5				
1.6i	Submit full evaluation and impact assessment for youth justice diversion national programme	Started	Dec 2011	Annex C) completed structural reform actions					
1.6ii	Collect data from adult liaison and diversion pathfinder services to assess service models and their impact, and develop the business case for wider roll-out	Oct 2011	Nov 2012	Structural Reform Plan	1.5i			Feb 2013	Amended to reflect latest position of work.
1.6iii	Submit business case and impact assessment for adult diversion services for ministerial approval	Nov 2012	Jan 2013	Structural Reform Plan	1.5ii	Submit business case and impact assessment for youth and adult diversion services for ministerial approval	Feb 2013	Mar 2013	Amended to reflect latest position of work.
1.6iv	Commence national roll out and implementation of youth justice diversion services	Apr 2012	Apr 2013	Removed from Business Plan					Removed as combined with action 1.5iii in 2012 Structural Reform Plan.
1.6v	Commence national roll out and implementation of adult diversion services	Apr 2013	Nov 2014	Structural Reform Plan	1.5iii	Commence national rollout and implementation of youth and adult diversion services	Apr 2013	Nov 2014	Amended to reflect latest position of work.
1.7	Work with the Department of Health to consider and agree how wider health reforms will impact on health services for offenders in custody and the community			Annex B) additional departmental actions					

1.7i	Develop and agree proposals about how commissioning and delivery of interventions (including through implementation of payment by results) for offenders with alcohol issues will improve access to alcohol treatment services	Started	Oct 2011	Annex B) additional departmental actions					
1.7ii	Develop and agree proposals about how, at a local level, criminal justice agencies are enabled to contribute fully in local health decisions that will be made by the planned Health and Wellbeing Boards, or other relevant local structures	Started	Mar 2012	Annex B) additional departmental actions		Support and promote joint working at a local level by criminal justice agencies, emerging health and wellbeing boards and other relevant local structures			Amended to reflect latest position of work.
1.8	Increase the number of prisoners doing meaningful work for real wages and ensure greater reparations to victims			Structural Reform Plan	1.6				
1.8i	Introduce secondary legislation to implement the Prisoners' Earnings Act 1996 to allow prison governors to deduct from prisoners' earnings and transfer the money into the Victims' Fund	Started	Sep 2011	Annex C) completed structural reform actions					
1.8ii	Develop proposals for Working Prisons and work with private sector and voluntary organisations to introduce more work for prisoners	Started	May 2011	Annex C) completed structural reform actions					
1.8iii	Explore additional means of deducting prisoners' wages	Started	May 2011	Annex C) completed structural reform actions					
1.8iv	Develop proposals for Community Payback	Started	May 2011	Annex C) completed structural reform actions					

1.8v	Implement proposals through newly competed contracts to provide Community Payback across England and Wales	Jun 2011	Dec 2012	Removed from Business Plan					Removed to reflect latest position of work.
1.8vi	First annual data released on the money earned by prisoners and the proportion deducted and paid into the Victims' Fund at national level	Apr 2012	Apr 2012	Annex C) completed structural reform actions					
1.9	Incentivise Work Programme providers commissioned by the Department for Work and Pensions to give employment support to unemployed offenders, with the providers paid by the results of getting people into work			Structural Reform Plan	1.7	Incentivise Work Programme providers commissioned by the Department for Work and Pensions to give support to unemployed offenders, with the providers paid by the results of getting people into work and not reoffending			Wording has been revised for clarity.
1.9i	Develop options, working with the Department for Work and Pensions, to pay Work Programme providers to give employment support to offenders	Completed		Annex C) completed structural reform actions					
1.9ii	Support the Department for Work and Pensions in preparing for national rollout of the Work Programme, including employment support to unemployed offenders and exoffenders, subject to further analysis of savings that will accrue to the criminal justice system	Started	Jun 2011	Annex C) completed structural reform actions					
1.9iii	Assess whether rehabilitation and employment providers are working together effectively to give complete package of support to offenders, as part of the evaluation of pilot rehabilitation schemes	Jun 2011	Sep 2014	Structural Reform Plan	1.7ii	Evaluate the pilots to test the joint commissioning of employment and reduced reoffending outcomes in two Work Programme areas	Jun 2012	Sep 2018	Amended to reflect latest position of work
2	Reform sentencing and penalties			Structural Reform Plan	2				

2.1	Conduct a full examination of sentencing policy to ensure that the justice system reduces reoffending by introducing more effective sentencing policies and considering the use of restorative justice for adult and youth crimes			Structural Reform Plan	2.1				
2.1i	Develop reform options for the sentencing framework, with input from the Home Office, that cover the full range of penalties and restorative measures in adult and youth sentencing	Completed		Annex C) completed structural reform actions					
2.1ii	Consult through the Green Paper on rehabilitation and sentencing reform	Completed		Annex C) completed structural reform actions					
2.1iii	Analyse consultation responses	Started	Jun 2011	Annex C) completed structural reform actions					
2.1iv	Introduce legislation on sentencing, subject to Parliamentary timings	Jun 2011	Jun 2011	Annex C) completed structural reform actions					
2.1v	Develop detailed guidance and training for magistrates, the judiciary and legal practitioners and support implementation	Aug 2012	Nov 2012	Structural Reform Plan	2.1ii				
2.2	Help ensure that historical convictions for consensual gay sex with over-16s will be treated as spent and will not show up on criminal record checks, with Home Office			Annex C) completed structural reform actions					



2.2i	Draft legislation to ensure that historical convictions for consensual gay sex with over-16s will be treated as spent and do not need to be disclosed	Completed		Annex C) completed structural reform actions					
2.2ii	Introduce legislation through the Freedom Bill	Completed		Annex C) completed structural reform actions					
2.3	Explore reform of out-of-court disposals, including restorative justice approaches			Structural Reform Plan	2.4				
2.3i	Develop proposals for reform of out-of-court disposals	Completed		Annex C) completed structural reform					
2.3ii	Consult through the Green Paper on rehabilitation and sentencing reform	Completed		Annex C) completed structural reform actions					
2.3iii	Analyse consultation responses and introduce legislation if necessary	Started	Jun 2011	Annex C) completed structural reform actions					
2.4	Explore the use of Neighbourhood Justice Panels to divert a number of low-level cases from court to be heard by a panel of community volunteers and Criminal Justice System practitioners			Structural Reform Plan	2.5	Test Neighbourhood Justice Panels as a means of involving community representatives in finding restorative solutions to anti-social behaviour and low level crime			Amended to reflect latest position of this work.
2.4i	Develop proposals for Neighbourhood Justice Panels	Completed		Annex C) completed structural reform actions					
2.4ii	Consult through the Green Paper on rehabilitation and sentencing reform	Completed		Annex C) completed structural reform actions					

2.4iii	Analyse consultation responses and publish detailed proposals	Started	Jul 2011	Annex C) completed structural reform actions					
2.4iv	First annual data release, subject to consultation and development of further proposals, on the number of Neighbourhood Justice Panels and the volume of cases brought to them	Dec 2011	Dec 2011	Structural Reform Plan	2.5ii	First annual data release on the number of Neighbourhood Justice Panels and the volume of cases brought to them	Dec 2012	Dec 2012	Amended to reflect latest position of this work.
3	Reform courts, tribunals and legal aid, and work with others to reform delivery of criminal justice			Structural Reform Plan	3				
3.1	Reform the Criminal Justice System to develop a more integrated and streamlined system			Structural Reform Plan	3.2				
3.1i	Design and put in place governance arrangements to bring together those departments delivering criminal justice, building on arrangements in place	Completed		Annex C) completed structural reform actions					
3.1ii	Develop proposals and phased implementation plan to streamline and reform the Criminal Justice System, to deliver a more efficient and cost-effective system, working with the Home Office, Law Officers' Departments and criminal justice agencies and the judiciary	Started	Jul 2011	Annex C) completed structural reform actions					
3.1iii	Publish proposals and implementation plans to increase the efficiency of the Criminal Justice System	Aug 2011	Dec 2011	Annex C) completed structural reform actions					

3.1iv	Work on cross-Criminal Justice System policy proposals arising from analysis of consultation responses on the green paper on rehabilitation and sentencing reform with relevant government departments and criminal justice agencies	Started	Apr 2013	Structural Reform Plan	3.2i	3.2i. Publish a White Paper setting out proposals on further reform of the Criminal Justice System (CJS)	Jun 2012	Jun 2012	Amended to reflect latest position of this work.
					3.2ii	3.2ii Informed by the White Paper, develop and scope further areas of CJS Reform to inform the next phase of the Transforming Justice Programme	Jul 2012	Mar 2013	
3.2	Reform the Legal Aid System to provide a more efficient, cost-effective and sustainable scheme, ensuring that we provide support for those who need it most and for those cases that require it			Structural Reform Plan	3.4				
3.2i	Develop proposals for reform of legal aid, continuing to provide necessary support for those who need it most and for those cases that require it	Completed		Annex C) completed structural reform actions					
3.2ii	Consult on legal aid reform	Completed		Annex C) completed structural reform actions					
3.2iii	Analyse consultation responses and develop the Government's response	Started	Jun 2011	Annex C) completed structural reform actions					
3.2iv	If necessary, introduce primary legislation	Jun 2011	Jun 2011	Annex C) completed structural reform actions					
3.3	Reform court processes and the courts estate			Structural Reform Plan	3.5				
3.3i	Publish plans to increase community access to local criminal justice	Completed		Annex C) completed structural reform actions					

3.3ii	Develop options and funding for the greater use of video and other technology to improve the efficiency of the criminal courts	Completed		Annex C) completed structural reform actions					
3.3iii	Review fine enforcement processes to find opportunities to improve effectiveness and value for money	Completed		Annex C) completed structural reform actions					
3.3iv	Develop plans to centralise functions across civil, family and administrative courts, as part of the merger of the Tribunals Service and HM Courts Service	Started	May 2011	Annex C) completed structural reform actions					
3.3v	Consult on a programme of court closures and analyse responses	Completed		Annex C) completed structural reform actions					
3.3vi	Identify specific courts for closure and develop implementation plans to transfer work and dispose of assets	Completed		Annex C) completed structural reform actions					
3.4	Create a unified HM Courts and Tribunals Service			Structural Reform Plan	3.8				
3.4i	Agree new structure for the integrated agency	Completed		Annex C) completed structural reform actions					
3.4ii	Consult on the benefits of creating a unified HM Courts and Tribunals Service	Completed		Annex C) completed structural reform actions					
3.4iii	Analyse consultation responses and launch new agency	Completed		Annex C) completed structural reform actions					

3.4iv	Publication of the HM Courts and Tribunals Business Plan	Jun 2011	Jun 2011	Annex C) completed structural reform actions					
3.4v	Implementation of the new organisational structure	Started	Mar 2012	Annex C) completed structural reform actions					
3.4vi	Post-implementation review	Apr 2012	Jun 2012	Structural Reform Plan	3.8ii	Conduct a post implementation review of HQ and Regional Management structure			Wording has been revised for clarity.
3.5	Make family court services accessible, transparent and planned around the needs of the most vulnerable children and families			Structural Reform Plan	3.1				
3.5i	Develop proposals for reform of family court services, following the interim report of the Family Justice Review	Started	Autumn 2011	Annex C) completed structural reform actions					
3.5ii	Consult on reform of family court services, following publication of the Family Justice Review's final report	Autumn 2011	Winter 2011	Annex C) completed structural reform actions					
3.5iii	Analyse consultation responses and develop final proposals	Winter 2011	Apr 2012	Annex C) completed structural reform actions					
3.5iv	Introduce legislation in the second session of Parliament	May 2012	May 2012	Structural Reform Plan	3.10 i	Introduce legislation to introduce a single family court		Apr 2013	Amended to reflect latest position of work.
3.6	Develop proposals to promote wider use of alternative dispute resolution, including mediation, in the civil courts and make it easier for people to get advice and guidance			Structural Reform Plan	3.12	Promote wider use of alternative dispute resolution, including mediation, in the civil courts and make it easier for people to get advice and guidance			Amended to reflect latest position of work.

3.6i	Consult on reform options for improving civil justice and enforcement, including on orders for sale and charging orders	Started	Jun 2011	Annex C) completed structural reform actions					
3.6ii	Respond to consultation setting out detailed policy proposals for both immediate reforms and to prepare for legislation	Jun 2011	Apr 2012	Annex C) completed structural reform actions					
3.6iii	Introduce legislation in the second session of Parliament	May 2012	May 2012	Structural Reform Plan	3.12ii	Legislate to establish a single county court, in the second session of Parliament		Apr 2013	Amended to reflect latest position of work.
3.6iv	First annual data released on the number of people taking mediation assessments for family matters	Oct 2012	Oct 2012	Removed from Business Plan					Removed to streamline plan.
3.7	Develop options to provide more protection for people against aggressive bailiffs			Structural Reform Plan	3.11				
3.7i	Develop options for public consultation on protection against aggressive bailiffs and to encourage more flexibility in bailiff collections	Completed		Annex C) completed structural reform actions					
3.7ii	Consult on proposals	Jul 2011	Oct 2011	Annex C) completed structural reform actions					
3.7iii	Analysis of consultation responses and identification of next steps	Nov 2011	Apr 2012	Structural Reform Plan	3.11i	Analyse consultation responses and identify of next steps	Jun 2012	Oct 2012	Amended to reflect latest position of work.
3.8	Develop policy to use proceeds from the Victim Surcharge to fund rape crisis centres			Structural Reform Plan	3.6				
3.8i	Announce source of sustainable funding	Completed		Annex C) completed structural reform actions					

3.8ii	Initiate first projects to begin to establish new centres and put in place funding for existing centres	Completed		Annex C) completed structural reform actions					
3.8iii	Develop proposals for a three-year funding cycle for existing centres	Completed		Annex C) completed structural reform actions					
3.9	Introduce the recommendations in Lord Justice Jackson's report into the funding and costs of civil litigation, subject to consultation			Structural Reform Plan	3.13	Implement the recommendations in Lord Justice Jackson's report into the funding and costs of civil litigation			Amended to reflect latest position of work.
3.9i	Consult on Lord Justice Jackson's proposals for civil litigation funding and costs	Completed		Annex C) completed structural reform actions					
3.9ii	Analyse consultation responses on funding arrangements for civil litigation and develop an implementation plan	Completed		Annex C) completed structural reform actions					
3.9iii	If necessary, introduce primary legislation	Jun 2011	Jun 2011	Annex C) completed structural reform actions					
3.10	Extend the simplified road traffic accident claims procedure to cover personal injury and low value clinical negligence, subject to consultation			Structural Reform Plan	3.14	Extend the simplified road traffic accident claims procedure to cover other personal injury			Amended to reflect latest position of work.
3.10i	Develop proposals to extend the road traffic accident claims procedure	Completed		Annex C) completed structural reform actions					

3.10ii	Consult on extension of simplified road traffic accident claims procedure as part of wider consultation on civil justice reforms	Started	Jun 2011	Annex C) completed structural reform actions					
3.10iii	Analyse consultation responses to extending road traffic accident claims procedure and develop final report	Jun 2011	Oct 2011	Annex C) completed structural reform actions					
3.11	Deliver a simpler, rationalised fees structure in HM Courts and Tribunals Service			Structural Reform Plan	3.15				
3.11i	Consult on changes to High Court fees and the court fees remission system	Sep 2011	Dec 2011	Annex C) completed structural reform actions					
3.11ii	Respond and implement any changes as a result of the consultation	Jan 2012	Apr 2012	Structural Reform Plan	3.15vii	Implement changes to High Court and Court of Appeal fees resulting from the consultation	Jul 2012	Jul 2012	Amended to reflect latest position of work.
3.11iii	Rationalise the court fee structure to reflect the changes introduced through MoJ's reforms to the civil and family justice systems	Jan 2012	Apr 2015	Structural Reform Plan	3.15v				
3.11iv	Establish which tribunals service should be provided by public subsidy and review how best to cover the cost of the remainder through fees	Started	Dec 2011	Annex C) completed structural reform actions					
3.11v	Identify a comprehensive set of principles to fee setting and the system of remissions (a subsidy provided to those who are unable to pay court fees) for the new organisation	Started	Apr 2012	Structural Reform Plan	3.15iii	Identify a comprehensive set of principles to fee setting and the system of remissions (a subsidy provided to those who are unable to pay court fees) for the new organisation		Apr 2013	Amended to reflect latest position of work.
3.11vi	Introduce fees in Asylum and Immigration and Employment Tribunals	Started	Dec 2013	Structural Reform Plan	3.15i	Introduce differential fees in Employment Tribunals, subject to consultation.			Amended to reflect latest position of work, taking account of the introduction of fees in Asylum and Immigration Tribunals.



4	Assure better law			Structural Reform Plan	4				
4.1	Increase the transparency of court results and the effectiveness of sentences			Structural Reform Plan	4.1	Increase the transparency of the justice system			Wording has been revised for clarity.
4.1i	Prepare to publish sentencing data for different types of offence for every court in an open and standardised format to make it more accessible to victims of crime and the wider public	Completed		Annex C) completed structural reform actions					
4.1ii	Develop proposals to publish detailed court data in an open and standardised format	Started	Jun 2011	Annex C) completed structural reform actions					
4.1iii	Spread information about which sentences are most effective at cutting reoffending across the Criminal Justice System, working with the Home Office which is spreading information about which policing techniques are the most effective	Started	Jun 2011	Annex C) completed structural reform actions					
4.2	Reverse the erosion of civil liberties			Structural Reform Plan	4.3				
4.2i	Create a gateway to scrutinise all legislation containing criminal offences	Completed		Annex C) completed structural reform actions					
4.2ii	Support the work of the Cabinet Office and Home Office to legislate through the Freedom Bill	Completed		Annex C) completed structural reform actions					

4.2iii	Establish and support a commission to investigate the creation of a UK Bill of Rights, which will report jointly to the Secretary of State and Deputy Prime Minister	Started	Winter 2012	Structural Reform Plan	4.3i	Support an independent commission to publish a report on the creation of a UK Bill of Rights			Amended to reflect latest position of work.
4.3	Reform libel laws to protect freedom of speech			Structural Reform Plan	4.6				
4.3i	Develop a draft Defamation Bill	Completed		Annex C) completed structural reform actions					
4.3ii	Consult through publication of the draft Bill	Started	Jun 2011	Annex C) completed structural reform actions					
4.3iii	Amend draft Defamation Bill in light of consultation responses	Jul 2011	Apr 2012	Annex C) completed structural reform actions					
4.3iv	Introduce Defamation Bill in the second session of Parliament	May 2012	May 2012	Structural Reform Plan	4.6i	Legislate through a Defamation Bill in the second session of Parliament			Wording has been revised for clarity.
4.4	Repeal unnecessary laws			Structural Reform Plan	4.7				
4.4i	Lead on a review of existing legislation, supported by other government departments, to identify unnecessary laws and options for repeal	Started	Apr 2012	Structural Reform Plan	4.7i		May 2013		Amended to reflect latest position of work.
4.4ii	Introduce a Repeal Bill in the second session of Parliament to abolish unnecessary laws	May 2012	May 2012	Structural Reform Plan	4.7ii	Support the Department for Business, Innovation and Skills, as necessary, to deliver a focused package of growth related repeals as part of their second session Enterprise and Regulatory Reform Bill	Apr 2013		Amended to reflect latest position of work.

4.5	Extend coverage of the Freedom of Information Act to cover more organisations			Structural Reform Plan	4.5	Increase public access to official information by extending coverage of the Freedom of Information Act and making it available earlier			Amended to reflect latest position of work.
4.5i	Develop proposals and draft legislation to extend the Freedom of Information Act to more organisations	Completed		Annex C) completed structural reform actions					
4.5ii	Introduce legislation to extend the Freedom of Information Act to more organisations	Completed		Annex C) completed structural reform actions					
4.6	Provide people with greater protection to prevent crime, apprehend criminals and to defend themselves against intruders, working with the Home Office, Attorney General's Office and relevant enforcement authorities			Structural Reform Plan	4.9				
4.6i	Develop legislative and non-legislative options, working with other government departments and relevant enforcement authorities	Completed		Annex C) completed structural reform actions					
4.6ii	Finalise package of measures and agree way forward across departments	Nov 2010	Dec 2010	Annex C) completed structural reform actions					
4.7	Contribute to a Cabinet Office Green Paper on the use of intelligence and sensitive material in judicial proceedings, ensuring that proposals best serve human rights, national security and the administration of justice, and can command public confidence	Started	Jul 2011	Annex C) completed structural reform actions					

4.8	Contribute to the UK's economic growth working in partnership with the legal sector			Annex C) completed structural reform actions					
4.8i	Publish guidance for business on the Bribery Act 2010	Completed		Annex C) completed structural reform actions					
4.8ii	Publish a plan outlining how MoJ will work in partnership with industry to champion the UK as a global centre of legal excellence	Started	May 2011	Annex C) completed structural reform actions					
4.8iii	Publish new content on MoJ website promoting the many benefits of UK legal and dispute resolution services	Started	Nov 2011	Annex C) completed structural reform actions					
4.8iv	Official opening of the Rolls Building	Feb 2012	Feb 2012	Annex C) completed structural reform actions					
4.8v	Conduct review of delivery against the action plan and publish progress report	Feb 2012	Mar 2012	Annex C) completed structural reform actions					
4.8vi	In line with the Red Tape Challenge, bring forward proposals to reduce and reform the stock of statutory instruments and regulations for which the MOJ has overall responsibility	Started	Dec 2012	Annex B) additional departmental actions		In line with the Red Tape Challenge, bring forward, and then implement, plans to reduce and reform the stock of regulations for which the Department has overall responsibility particularly those under the Red Tape Challenge Legal Services theme on which MoJ is leading.			Amended to reflect latest position of work.
5	Reform how we deliver our services			Structural Reform Plan	5				

5.1	Invite private and voluntary organisations and local communities to provide services where they can do so effectively and at a lower cost			Structural Reform Plan	5.1				
5.1i	Develop proposals for a competition strategy for all offender services	Completed		Annex C) completed structural reform actions					
5.1ii	Consult through the Green Paper on rehabilitation and sentencing reform	Completed		Annex C) completed structural reform actions					
5.1iii	Analyse consultation responses and finalise the competition strategy, and run tendering process in preparation for launch	Started	Spring 2012	Annex C) completed structural reform actions					
5.2	Restructure the National Offender Management Service			Annex C) completed structural reform actions					
5.2i	Develop and implement a phased programme to restructure the organisation	Started	Apr 2012	Annex C) completed structural reform actions					
5.2ii	Rationalise the functions delivered by NOMS headquarters to meet the requirements of the Agency for the future	Started	Jun 2011	Annex C) completed structural reform actions					
5.2iii	Develop staff knowledge and capability to deliver NOMS business requirements	Started	Apr 2012	Annex C) completed structural reform actions					

5.2 iv.	Implement changes to senior management	Completed		Annex C) completed structural reform actions					
5.3	Reform and rationalise the Ministry of Justice's arm's-length bodies			Annex B) additional departmental actions					
5.3i	Establish and begin an arm's-length body review programme, which will determine which bodies should be retained, reformed or abolished under the Cabinet Office's Public Bodies Bill	Started	Dec 2011	Annex C) completed structural reform actions					
5.3ii	Establish which arm's-length bodies will be abolished or reformed	Completed		Annex C) completed structural reform actions					
5.3iii	Establish plans to abolish 10 of our arm's-length bodies (including the Youth Justice Board)	Started	Dec 2011	Annex C) completed structural reform actions					
5.3iv	Implement plans to change the Legal Services Commission to an executive agency	Started	Dec 2012	Annex B) additional departmental actions					
5.3v	Implement plans for the reform of all other arm's-length bodies	Started	Mar 2012	Annex C) completed structural reform actions					
<b>Input and impact indicators</b>									
Indicator	Staff and Judicial cost per sitting day in the Crown Court (input indicator)			Retained					
Indicator	Staff and Judicial cost per sitting day in the magistrates' court (input indicator)			Retained					

Indicator	Staff and Judicial cost per sitting day in the Civil Court (input indicator)			Retained				
Indicator	Administrative and Judicial cost of Tribunals (input indicator)			Retained				
Indicator	Total Tribunals costs (input indicator)			Retained				
Indicator	Average cost per case of legal aid (input indicator)			Retained				
Indicator	Cost per prison place (input indicator)			Altered		Cost of residential services per prisoner		Wording has been revised for clarity.
Indicator	Cost per prisoner (input indicator)			Retained				
Indicator	Cost per pre-sentence report to courts (input indicator)			Retained				
Indicator	Cost per community order (input indicator)			Retained				
Indicator	Cost per offender supervised on licence post-custody (input indicator)			Retained				
Indicator	Office of the Public Guardian - Staff deployed and accommodation utilised in carrying out services to customers (input indicator)			Removed				Removed because not a meaningful input indicator.
Indicator	Adult and juvenile reoffending - percentage of adult and juvenile offenders re-offending (impact indicator)			Retained				
Indicator	Reoffending – percentage of adults released from custody re-offending (impact indicator)			Retained				
Indicator	Number of juvenile first time entrants to the justice system: 10-17 year olds receiving a reprimand, final warning or conviction (impact indicator)			Retained				
Indicator	Court and Tribunal timeliness in hearing cases and related processes - Criminal Court (impact indicator)			Retained				
Indicator	Court and Tribunal timeliness in hearing cases and related processes - Civil Proceedings (impact indicator)			Retained				

Indicator	Court and Tribunal timeliness in hearing cases and related processes - Care Proceedings (impact indicator)			Retained					
Indicator	Court and Tribunal timeliness in hearing cases and related processes - Tribunals (impact indicator)			Retained					
Indicator	Proxy measure for proportion of civil disputes resolved outside of court (impact indicator)			Retained					
Indicator	Number of new criminal offences (impact indicator)			Retained					